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AGENDAS/MINUTES  
CENTRAL AREA PLAN  
IMPLEMENTATION COMMITTEE  
JAN. 13, 2000 ...







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2000



**CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**  
a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

**NOTICE OF MEETING AND AGENDA**

DATE: Thursday, January 13, 2000  
TIME: 4:30 p.m. – 6:30 p.m.  
PLACE: Room 219, Hamilton City Hall

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GOVERNMENT DOCUMENTS

**AGENDA**

1. Chairpersons' Remarks
2. Promotion of Downtown Hamilton
  - a) Norm Schleeahn, Business Development
  - b) Anna Bradford, Tourism and Convention Services
  - c) Sue Coverdale, Film Liaison Officer (to be confirmed)
  - d) Marlene Coffey, Downtown Co-ordinator, Downtown Partnership (to be confirmed)
  - e) Shelley Merlo-Orzel, Events/Promotion Officer, Culture and Recreation (to be confirmed)
3. Development Permit Process – Bill Janssen
4. Minutes of December 9, 1999 CAPIC Meeting
5. Members' Reports
6. Other Business Arising
  - a) CAPIC Role and Future Directions – final summary to be provided
  - b) Summary of Previous CAPIC Motions and Actions
  - c) Connections between Downtown and the Harbour
  - d) Property Standards Concerns on Bay St. N.
7. Status Reports
  - a) Various Heritage Programs and Projects
  - g) St. Mark's Church Reuse Study
8. Other Business
9. Next Meeting – February 10, 2000

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*

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## **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

### **M I N U T E S**

#### **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

**Room 219, Hamilton City Hall**

**Thursday, December 9, 1999**

#### **MEMBERS ATTENDING**

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Ald. Ron Corsini  
Russell Elman  
Rick Lintack  
Richard Gillespie  
Denise Giroux  
Kay Lodge

International Village BIA  
North End Neighbourhoods  
Alderman, Ward 2  
Durand Neighbourhood Association  
Hamilton Society of Architects  
Beasley Neighbourhood  
Citizen Member  
Hamilton Senior Citizens Council

#### **REGRETS / ABSENT**

Ald. Geraldine Copps  
Carlo Gorni  
Brenda Mitchell  
Gerry Kennedy  
Helen Kirkpatrick

Dick Simpson  
John Eyles

Alderman, Ward 4  
Downtown Hamilton BIA  
Stinson Community Association  
Hamilton Real Estate Board  
CANEW (Central /North End West N/H)  
and Downtown Partnership  
Corktown Neighbourhood  
McMaster University

#### **STAFF AND OTHERS**

Marlene Coffey  
Robert Wilton  
Brock Criger  
Vanessa Grupe - Coordinator

Downtown Partnership  
McMaster University  
Kirkendall Neighbourhood  
Community Planning

#### **1. Welcome**

Mary Pocius welcomed all to the meeting, especially Brock Criger of the Kirkendall



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Neighbourhood, one of the communities at the fringe of the Central Area. Representatives of 3 such neighbourhoods were invited, and two have responded.

## **2. Minutes of November 11, 1999 CAPIC Meeting**

Regarding the minutes of the November 11, 1999 meeting, Gil Simmons noted reference on page 6 to "urban design being a complex issue, and perhaps too technical for CAPIC." Members felt that the overall tenor of the discussions had been that citizen input is still very necessary, although some people may feel it rather technical. The minutes will be amended to state "detailed aspects of urban design are somewhat technical, however, citizen input is still very important, and will continue to be".

Marlene Coffey noted she was present at this meeting, but her name was omitted.

Motion: Moved by Gil Simmons, seconded by Russell Elman, and carried, that the minutes of the November 11, 1999 CAPIC meeting be approved.

## **3. Members Reports**

- a) Richard Gillespie, Beasley Neighbourhood said there is much activity at the community centre. Save the Children wants to work on child poverty here. He likes the gateway to downtown being built on King. There is much traffic through Beasley since the King street narrowing was done. They have asked for Police presence and enforcement. Ferguson Ave. is controversial - some would prefer to see it back to 2 way, which is being considered. Pigeons are an issue. CAPIC should consider a millennium project.
- b) Marlene Coffey of the Downtown Partnership has contacted the Federal government to initiate discussions re possible Millennium funding.
- c) Brock Criger of Kirkendall provided copies of the KNA newsletter. Current issues include their brief on municipal restructuring; air pollution from CAMCO; and the steel transfer station at the Aberdeen railyard, which required no City approvals, and on which a public meeting was held. Trucks from this don't generally cut through neighbourhoods, but go onto highway.
- d) Robert Wilton of McMaster said the teaching assistants' strike has caused traffic backlog in Westdale, and a mediator has been called in. He will have a class doing project related to downtown next term.
- e) Kay Lodge, Hamilton Seniors Council, greatly enjoyed the charrette. Mary noted the sponsors were the DTBIA, IVBIA, DT Partnership, City, Region, etc. Total out-of-pocket costs were about \$2600, but the real price tag of the event would be over \$1¼ Million, if all of the professional time was billed. The seniors are interested in taxation and transportation. "Walk" signs in Downtown are not very clear - there have been accidents. Seniors Council is preparing a flyer about their concerns, including increases in user fees.
- f) Russell Elman, Durand Neighbourhood Association, said new officers were elected at the meeting on Mon. Dec. 6, including a new President Roy Harman, and Janice Brown, VP (also the RANA rep. - a coalition of 4 neighbourhoods). There will be a public meeting on Dec. 13 about



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proposals for reuse of St. Mark's Church. The new park in Corktown is mostly complete, with grass and concrete in place, and a concrete walkway to Mohawk Sports Park, to join the former link. The federal gov't is hinting about a possible infrastructure funding program.

- g) Gil Simmons, North End Neighbourhoods, said the downtown transportation study proposals must be considered in the context of the surrounding area. The Perimeter Road can be included or excluded from all options. North End has written to staff about their concerns with the Perimeter Road. Joe Berridge's suggestion that we ask the Federal gov't for funds was useful.
- h) Mary Pocius, International Village BIA, said almost all streetscaping work is now complete, except crosswalk standards, and all are very enthusiastic – more so than in years. Work on the Copp block (north side King, Mary to Walnut) is to be done in 2000. A walkway is to be put in on Ferguson, King to Main. Ferguson Ave. improvements will be done next for south of Main and north of King William. The City approved phase 2 of City Place, for 35 more apartments, 3500 sq. ft. commercial. Phase 1 units look very nice, and cost \$695 - \$795. Mary said CAPIC can now get back to monthly meetings.

#### 4. Downtown to Waterfront Improvements

There was a brief discussion about projects and improvements needed in the north-central portion of the Downtown, and the relative priorities for these.:

- James St. N. being changed to 2 way has much support. This is a major spine of the City. Local business owners must be fully consulted on any proposals. We need to James St. not as a dividing line between area, but as a midpoint and whole;
- All budget focus is currently on the waterfront. There is also funding to continue the waterfront trail around Cootes Paradise;
- The proposal which CAPIC prepared for improving connections between Downtown and the Waterfront, along James, John, Bay, etc. was forwarded to Parks staff for detailing, and to Council. \$2.2 M was approved from each of the City and Region for this work, which included the 2 east-west streets Strachan and Stuart. \$45,000 was approved for drawings and studies for James and John – Bay was left out for now. It was asked that staff prepare a report to forward to Committee / Council, thanking them for the funding approved for most streets, and restating the concerns about Bay St. **Action:** Staff;
- An agreement with the Harbour Commissioners is expected very shortly;
- Signage to the waterfront from the downtown is lacking. There are no blue attractions street signs. Bay St. is not signed as an access, and it looks very run-down in sections;
- Concerns about Bay St. include the lack of greenery, lack of landscaping and pedestrian amenities, esp. in sections south of York Blvd. Planting trees here, perhaps some of the 1000 Millenium trees, may help, but will not be enough;
- Other actions are needed eg. getting cars out of wrecking yard. Private land owners must be told to clean up their own properties, and Property Standards must be adhered to. One member of CAPIC was willing to make formal complaints to the Building Dept. about the eyesores in this section of Bay St. N. **Action:** Member;







## 5. Promotion of Downtown – Brainstorming Session

There was discussion of a variety of ideas for promotion of downtown Hamilton, to local residents, tourists and investors, etc. Ideas expressed, which are in existence and could be developed, include the following:

- Use of the Internet – The City / Regional web page can be used to better advantage than at present. A virtual tour of downtown Hamilton is being done at the Public Library, and should be co-ordinated with other efforts and parties eg. HECFI;
- Internet Search Engines – Information on the Internet (eg. on downtown) is best accessed if it is indexed into to the most popular search engines;
- Hamilton's web site address should be well advertised eg. in newspaper; tax bills;
- Computer guide with touch screen – these are inexpensive, could be provided eg. at GO Station, to direct visitors to local attractions, as done at airports elsewhere;
- A screen saver for computers has been prepared by Economic Development, showing tourist attractions in the whole Region. This could be done just for downtown, with more information included;
- Advertising on City cars suggested, but these may be disappearing; may be tacky ?;
- Promotional material produced by Province of Ontario – glossy Attractions brochures – check what these brochures say about Hamilton, can it be improved;
- Travel guides produced commercially, such as Fodors Guide, Insight, Passport, etc. – check what these say about Hamilton, esp. downtown, to ensure it is positive;
- Press releases or “resume” needed for City / downtown to send to radio stations, in area, to help promote attractions. Contests work well;
- GO Station (on Hunter) can be improved to provide a sense of arrival and signage esp. for people who are new to Hamilton, such as a large wall map of downtown, list / key to attractions, colour advertisements;
- Ticketmaster promotional material, which is included with tickets bought in town for local events, features Toronto events, not Hamilton. Could approach Ticketmaster to include stuffer / flyer on local attractions;
- Hotels – In local hotels, there should be a tourist guide and brochures in each guest room. This is done in some cases, but full information was not available;
- Walking Tours – are these available for downtown ? Brochures for self-guided walking tours could be prepared using material on such tours already prepared by the Society of Architects and heritage groups. Advertise and make this available;
- GO Station plaza was proposed in a study done some years ago by John Mokrycke, to provide a well-designed area for pedestrians in front of station, over street grade;
- Conventions – People attending local conventions receive a package of promotional material from Lady Hamilton, a volunteer group who set up information tables. A similar information package is provided by HECFI. However, this is done by local businesses, not municipal government;
- Local Conventions – No guide to local restaurants provided, in some cases.
- Restaurant guide - Economic Development was said to have such a guide – are these provided at local conventions, or could they be ? A colour map / brochure would make it attractive, if not already done;







- Downtown restaurants, coffee shops need to be promoted to Hamilton Place users;
- Bus Tours to the Geritol Follies, RBG, theatres or the Mum Show, etc. could be encouraged to stop at downtown restaurants. Now these people, often seniors, just get back on the buses and go home, or to restaurants elsewhere;
- Pearson Airport – can info. on Hamilton attractions be provided there ?;
- Hamilton Airport could also be used to promote downtown, as well as Pearson;
- McMaster students are a large potential market for downtown (7,000 in total), esp. first-year. It seems that there are limited efforts at present to promote downtown attractions to them. Mohawk College students are a similar market group;
- Gore Park should be promoted to tourists as the heart of downtown, since tourists usually want to go to the heart or core of a city;
- Summer students were manning a cart at King and James this year, to direct tourists. This student program works well, and should be an official program. They need good materials to give people;
- A permanent tourist kiosk at King and James would be desirable. The tourist office at King and Catharine is going to be closed;
- The Hamilton Bulldogs games should be promoted to tourists, as good, inexpensive entertaining sports. The same is true of the Hamilton Ticats games;
- The Farmers Market is a well-hidden jewel. The Positively Downtown Program invited the Market to come to Gore Park, in 3 green carts, which only lasted for 3 trials. The stall owners, since many are small family businesses, find it hard to move out of the market, even to the York Blvd. sidewalk. A business and marketing study is being done, and the budget includes much for exterior improvements. Some feel the market is dirty, has irregular hours, a fortress mentality, and could improve. Markets in some other cities are major attractions for tourists;
- City Bus ads, and major sporting events, could be places to advertise downtown;
- The one-way streets in Hamilton give visitors a subconscious message to leave town in a hurry, some feel.

The following other general comments were provided:

- The IVBIA stopped doing promotion in 1992 – '93, but are now going back to providing advertising materials in the hotels, about local attractions;
- Negative comments about downtown's image in the media (newspaper) harmful;
- Media comments should be challenged by downtown stakeholders;
- Print media is felt to have low effectiveness compared to radio and similar media;
- Locke Street is a thriving area, with free parking, residential units being built, and an interesting mix of commercial. The downtown may be able to learn from this area;

The following actions are to be taken as a result of these discussions, for next meeting:

- Anna Bradford of Economic Development, Tourism section, to be invited to bring all her brochures and items available in the visitors guide, and provide her these ideas;
- Norm Schleeahn of Economic Development will be invited to speak on various Economic Development initiatives, eg. promotion of residential and office space;







- Susan Coverdale, the Film Liaison Officer, will be invited to attend to discuss the promotion of Hamilton to the movie industry;
- Marlene Coffey, Downtown Coordinator with the Partnership, would like to speak on this matter. The Partnership has been preparing an advertising campaign, and identifying a good strong foundational message; and,
- Shelley Merlo-Orzel of Culture and Recreation will be invited to speak on special events in downtown;
- These people will all be provided with the minutes of this meeting for their information, and be asked to bring relevant printed material they may have.

## 6. CAPIC Role and Future Directions

There had been much discussion on this matter at a previous meeting, and members had been asked to give this further consideration. The following points were noted:

- The Central Area is the area of mandate, and reference to the Central Area Plan should be deleted. Should it be renamed the Central Area (Advisory) Committee ?;
- The scope should include the area from Hwy. 403 to Wentworth St., by means of adding people from the nearby neighbourhoods. Landsdale will also send a rep. ;
- Shifting problems from one neighbourhood to another is undesirable, such as if traffic calming in one area results in congestion elsewhere, or prostitution;
- Some felt CAPIC may be the only major community advisory committee which will be left. David O'Brien left community councils out of his report, and left this matter up to the transition team. Such councils must be established, if only one per ward;

Staff will wrap up the ideas on CAPIC's role and future directions from this and other meetings, and prepare a written summary for reference and use. **Action:** Staff.

## 7. Other Business

Several other items were noted:

- Nina Chapple, Heritage Planner, is retiring at the end of 1999, along with other City staff. Her significant contributions to heritage preservation was noted, and her frequent visits to CAPIC will be missed;
- How can CAPIC and/or staff be more effective in following up recommendations made by this committee, such as to staff of other departments ? A list of actions and resolutions, and a status report on each, would be useful, so follow-up letters can be sent as needed. **Action:** Staff;
- Don Hall of the HSR will be invited back, to the March 2000 meeting, for an update on where the HSR business plan is at, and how CAPIC can be involved. **Action:** Mary Poicus / Vanessa;
- Mary Poicus was thanked for the delicious apple strudel and sauce which she had provided from Denningers, for this pre-Christmas meeting.

## 8. Next Meeting

The next meeting was confirmed for Jan. 13, 2000. The meeting adjourned at about 7:00 p.m.





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## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

### NOTICE OF MEETING AND AGENDA

URBAN  
MUNICIPAL

DATE: Thursday, February 10, 2000

TIME: 4:30 p.m. – 6:30 p.m.

PLACE: Room 219, Hamilton City Hall

URBAN MUNICIPAL

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GOVERNMENT DOCUMENTS

### AGENDA

1. Chairpersons' Remarks
2. Downtown Hamilton Transportation Study
  - a) Mary Ellen Scanlon, Environmental Projects Coordinator, Special Projects
3. Minutes of January 13, 2000 CAPIC Meeting
4. Members' Reports
5. Business Arising on Promotion of Downtown
  - a) Relocation Packages
  - b) GO Station Displays
6. Status Reports
  - a) Various Heritage Programs and Projects
  - b) St. Mark's Church Reuse Study
  - c) Summary of Previous CAPIC Motions and Actions
7. Other Business
8. Next Meeting – March 9, 2000

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*







## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

### MINUTES

#### CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

Room 219, Hamilton City Hall

Thursday, December 9, 1999

#### MEMBERS ATTENDING

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Russell Elman  
Carlo Gorni  
Gerry Kennedy  
Dick Simpson  
Gary Ostofi

International Village BIA  
North End Neighbourhoods  
Durand Neighbourhood Association  
Downtown Hamilton BIA  
Hamilton Real Estate Board  
Corktown Neighbourhood  
Citizen Member

#### REGRETS / ABSENT

Ald. Geraldine Copps  
Ald. Ron Corsini  
Brenda Mitchell  
Helen Kirkpatrick

Rick Lintack  
Richard Gillespie  
Denise Giroux  
Kay Lodge  
John Eyles  
Marlene Coffey

Alderman, Ward 4  
Alderman, Ward 2  
Stinson Community Association  
CANEW (Central /North End West N/H)  
and Downtown Partnership  
Hamilton Society of Architects  
Beasley Neighbourhood  
Citizen Member  
Hamilton Senior Citizens Council  
McMaster University  
Downtown Partnership

#### STAFF AND OTHERS

Ald. Andrea Horwath  
Norm Schleeahn  
Anna Bradford  
Sue Coverdale  
Shelley Merlo-Orzel

Alderman, Ward 2  
Business Development, Ec. Dev.  
Tourism & Conventions, Ec. Dev.  
Film Liaison Officer, Ec. Development  
Events/Promotion, Culture & Recreation





Robert Wilton  
 Brock Criger  
 Peter Wickett  
 Roberta Harmond  
 Bill Janssen  
 Vanessa Grupe - Coordinator

McMaster University  
 Kirkendall Neighbourhood  
 Strathcona Neighbourhood  
 Durand Neighbourhood Association  
 Community Planning  
 Community Planning

## 1. Welcome

Mary Pocius welcomed all to this first meeting of 2000. Gil Simmons had represented CAPIC at the January 12 meeting on St. Mark's church site. Gil noted CAPIC feels the public open space should be maintained, as per the recent Urban Strategies report discussion on preserving interesting open spaces, even small ones.

## 2. Promotion of Downtown Hamilton

- a) Norm Schleeahn, Development Officer, of the Business Development section, outlined Economic Development's activities. They work to increase the assessment base and jobs, and to locate sites for new companies.
- One point of contact with local government is desirable for prospective businesses, from information provision to development applications;
  - They have an inventory of all downtown properties, and a booklet on prime residential properties downtown;
  - A list of downtown sites with potential for development has been prepared, as well as an office space inventory;
  - An online call centre virtual inventory of downtown office space has been developed, with federal funds. Call centres include both 1-800 service departments for calls to major companies, and those for charitable causes;
  - Recent Economic Development successes include relocation of Net Access from Queen to Main & James, and Youth Employment Centre on Hughson;
  - They work together with local realtors, and the City Real Estate department, such as to get the recent Main and Ferguson property for sale;
  - Relocation packages prepared for prospective businesses emphasize local quality of life, including the business and residential aspects;
  - Downtown Hamilton has been promoted recently as a get-away location.
- Mary Pocius said CAPIC hopes to call on Norm in future for more information.

- b) Sue Coverdale, Film Liaison Officer / Development Officer with Tourism section of Economic Development, noted recent growth in the Ontario film industry, from \$3M a year ago to likely \$100M this year. Hamilton has had much exposure.
- Many spin-offs with movie production, eg. caterers, security fencing, restaurants, bars, paying to close storefronts. Local production managers, and some local content is to be used. This is a guaranteed proven industry;
  - Toronto is viewed as Hollywood north. American dollars go far in Canada;
  - Hamilton becoming a viable alternate to Toronto, for spill-over from shoots;
  - Some feel if Hamilton had a major studio, for cutting and editing, we could





- keep up with Toronto. There would be more local spin-offs, maybe \$40M, not \$2M, spent in Hamilton on food, accommodations, rentals, etc.;
- Policies and procedures are needed to minimize drawbacks, such as street closures, by-law infractions. Excellent communications are needed, and the film people and Economic Development work out minor problems handily;
  - A Production Resource Guide has been prepared by staff to identify all local businesses and services which film companies may need;
  - Recent shoots turned Barton St. into a ghetto; and used Copps Coliseum;
  - There is lobbying in US to prevent Canadian shoots, to keep dollars there;
  - Finding the right "look" for a shoot is important. Staff are finding more locations, eg. Dundurn Castle, Hamilton Club, for Victorian "look";
  - Seeing well-known movies, such as Ann of Green Gables, which were shot locally at Whitehearn, Dundurn, etc. can make us all proud.
- Mary said she has had the pleasure of working with Sue and Anna, and hopes CAPIC can partner with them in future.

- c) Anna Bradford, Manager of Tourism and Special Events, was glad to respond to suggestions for downtown promotion in minutes of the previous CAPIC meeting.
- Use of the Internet - she and others are upgrading Tourism web pages, and providing links for local businesses to expand pages within a linked system;
  - Provincial promotional material - staff work closely with Ontario Marketing Partnership, have gained more exposure for Hamilton, now put "on the map";
  - Fodors travel guide is updated every 4 years, by professional travel writers, who don't want the opinions of locals, but just the facts;
  - Racks for Brochures at Hotels - Most hotels have these for local attractions;
  - Events Guide publication, produced with Shelly Merlo-Orzel, is provided to all hotel rooms, and replaced daily, with a circulation of about 10,000;
  - Gatekeepers handbook - a more extensive book kept at concierge desk in hotels for reference by staff and guests, updated by Economic Development;
  - Walking tours are agreed to be a great idea, and need to be developed further. There are many interesting areas, such as Durand and Barton;
  - Promotion of conventions in Hamilton, is done by staff, who submit bids, etc;
  - Lady Hamilton is a volunteer organization which provides hospitality services at tourism centres, and at conventions, where they have information booths in all hotels and at the convention centre, help with registration and services;
  - Restaurant guides are provided at conventions. A black and white brochure is used for the ease of updating, which is done every 3 months;
  - Guide for promotion of bus tours and packages - has been prepared. Downtown group tours are promoted, to restaurants, theatres, museums;
  - A "lure brochure" is done for tourists, (250,000 /year) in Canada and US, including bed and breakfasts, and longer homestead stays locations;
  - Custom brochures - are produced as needed for the many inquiries;
  - Gore Park and the fountain - promotion as destination is a good suggestion;





- Hamilton Bulldogs - games are promoted to tourists;
- Downtown tourism office is to close, and kiosks will be built at gateways to Hamilton, i.e. coming off the highways, where people are now missed;
- Accessibility for disabled symbol could be included in promotional materials;
- Relocation packages are prepared for firms looking at Hamilton/Region;
- New resident information packages could be done via real estate agents and their Board. Toronto people are always surprised about Hamilton's features;
- Using City buses to advertise special events and attractions has been investigated recently. Costs are high, but may be worthwhile.

d) Shelly Merlo-Orzel, Special Events Coordinator, of Events/Promotion, Culture and Recreation, noted her department works with downtown BIAs, churches, and Economic Development, etc.:

- 2 brochures outline some of the downtown programming activities;
- Musical jingle – was done this year. Bought rights to “Summer in the City”, added Hamilton spin, and played it on radio stations, to promote downtown;
- Outdoor market carts were set up in the Gore to allow people to sample the Market. These may go to the Gore and York Boulevard in summer;
- “Explore the Core” information kiosk – will be set up in 1 cart, to promote Hamilton. Youth ambassadors will be there to help guide people;
- Architectural tours – brochures available, web addresses to be added;
- Downtown Attractions Brochure – up to 20,000 copies to hotels, malls, conventions;
- Construction – members asked why this is done in summer - prime time;
- Map of Downtown in all publications, including those from Recreation Dept., should show downtown extends to Wellington, not just to Ferguson or Mary;
- McMaster students - now reached by means of CFMU radio station. Culture and Recreation staff can provide more information, to ensure reached;

Members and staff thanked the guests, and congratulated them on their efforts. Guests noted suggestions and ideas are always welcome from CAPIC members.

### **3. Status Reports**

#### **a) St. Mark's Church Site Study**

A public meeting of Planning and Development Committee was held on January 12, 2000, concerning the proposed re-use of this property. Planning and Development Committee heard public input and turned down the proposal to sell the property to the party under consideration. The matter was to be brought to Council on January 25, and may be reconsidered.

Some members felt the community has not been able to state what use they want on this site, since the RFP process only allows selection between proposals submitted. Perhaps there should be a task force composed of all community-based groups, to review this matter further. CAPIC could prepare a





list of criteria for the site to guide future development, as done by Kirkendall for the Mr. Grocer site on Dundurn St. There will likely be a further process to identify appropriate uses for the site. CAPIC may be able to help facilitate the related public participation process, and develop a community solution, since it has representatives of many downtown groups. A solution should ideally be found which is acceptable to all parties. The following motion was passed:

Motion: Moved by Mary Pocius, seconded by Gary Ostofi, and carried, that the Central Area Plan Implementation Committee (CAPIC), as an advisory sub-committee of Planning and Development Committee, offer its services to City Council to work with stakeholders to find an appropriate use for St. Mark's Church for public use, for the benefit of the community at large. This motion is be forwarded to all members of Planning and Development Committee and Council, before the January 25 Council meeting.

#### **4. Development Permit Process**

Bill Janssen said there has been much discussion about the use of a development permit system. Provincial regulations on this subject have been anticipated for a while by City staff and others. CAPIC had supported the concept of a development permit process in the past. The Province has decided on 3 pilot projects to test this system, in Oakville (a greenfields area), Muskoka (a lakefront area), and downtown Hamilton. The Province has brought in consultants and architects for this project.

The development permit system replaces zoning, site plan and minor variances, and replaces them with guidelines that look at the form of development, and external impacts, rather than a detailed list of permitted uses and yard requirements.

The pilot project here will include a citizen advisory group to provide feedback. It is hoped that CAPIC could form the basis of this citizen advisory group, with other stakeholders added as needed. The geographic area for the Hamilton project will be smaller than the whole downtown area, but is still being defined. The Gore area was suggested, but it has other heritage incentives, programs and controls in place. The Province wants a very narrow site.

There were comments about the pros and cons of such a process, which should shorten time needed for development approvals. Questions still to be answered include the exact public participation process, who will make decisions and how, rights of appeal, timeframe, etc. CAPIC will be pleased to serve as the core of an advisory group for this pilot project.

#### **5. Minutes of November 11, 1999 CAPIC Meeting**

Regarding the minutes of the December 9, 1999 meeting, Gil Simmons said she was the member noted on page 3 who offered to follow up the property condition concerns





on Bay St. N. She felt she should wait with this action. Corrections noted – Roberta Harmand, not Robert, is the Durand chair, and it was the Black Forest Inn which had provided the strudel, not Denningers. The minutes were adopted with these changes.

## 6. Members Reports

- a) Gil Simmons, North End Neighbourhoods asked whether the Great Lakes Science Centre proposal on Pier 8 could be supported.
- b) Russell Elman, Durand Neighbourhood, said the Officers Club has closed, and the building is for sale. He noted the special zoning on this property, in which density may have been traded with air rights for apartments next door. Gary Ostofi said current zoning permits only the Club or a museum. Some buyers considering a nursing home (not likely to be supported); the building is not historically significant; heritage artifacts have been relocated.
- c) Brock Criger of Kirkendall Association said they are organizing a meeting of RANA for February 21 at 7 pm at the Ryerson Recreation Centre. Dr. Dan Hofferd of McMaster's Centre for Studies of Children at Risk will speak on how children do in the City, on a neighbourhood by neighbourhood basis.
- d) Carlo Gorni of Downtown BIA said Santa in the Park event went well, with 750 – 1000 families visiting, having pictures taken, and a small toy drive.
- e) Mary Pocius of International Village BIA said members should look at the attractive new gate at King and Wellington, if they haven't seen it. Municipal staff are to be congratulated. Tavern at 195 – 199 King William is proposed, with adjacent land, to be developed for residential and an artists' centre. This to include a pub and restaurant, with a pullman car theme, and a front deck onto to Theatre Aquarius. Broadway Theatre and next door sold. Copp Block to be converted into 10 student apartments over a restaurant. BIA property owners are encouraged to convert vacant commercial space to residential to prevent capping.

## 7. Next Meeting

The next meeting was confirmed for Feb. 10, 2000. The meeting adjourned at about 7:30 p.m.

CAPMNJAN00.doc





CAY ON HBL A05  
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2000



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

**URBAN  
MUNICIPAL**

March 3, 2000

To All Members of CAPIC

TC-CAP(C)  
**URBAN MUNICIPAL**

Dear Members:

**MAR 13 2000**

**Re: Cancellation of March 9, 2000 CAPIC Meeting**

**GOVERNMENT DOCUMENTS**

The next meeting of CAPIC was scheduled for Thursday, March 9, 2000, at 4:30 p.m. This meeting has been cancelled. There have been several other recent meetings involving CAPIC members, on various planning matters, such as the development permit system and the downtown transportation review. There are no other urgent matters for consideration at this time.

As a result, **the next meeting of CAPIC is scheduled for Thursday, April 13, 2000 at 4:30 – 6:30 pm.** Items on the agenda for this meeting include implementation of the HSR business plan for improving the transit system, as well as other outstanding business and status reports.

Please feel free to call Vanessa Grupe of Community Planning and Development at 546-4160 should you have any comments or questions. Thank you.

Yours sincerely,

A handwritten signature in cursive script that reads "Vanessa Grupe".

**Vanessa Grupe**

Co-ordinator, Central Area Plan Implementation Committee







**CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**  
a Subcommittee of the Planning and Development Committee  
c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

**MINUTES**

**CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

**Room 219, Hamilton City Hall**

**Thursday, February 10, 2000**

**MEMBERS ATTENDING**

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Ald. Geraldine Copps  
Ald. Ron Corsini  
Russell Elman  
Carlo Gorni  
Dick Simpson

International Village BIA  
North End Neighbourhoods  
Alderman, Ward 4  
Alderman, Ward 2  
Durand Neighbourhood Association  
Downtown Hamilton BIA  
Corktown Neighbourhood

**REGRETS / ABSENT**

Gerry Kennedy  
Brenda Mitchell  
Helen Kirkpatrick

Rick Lintack  
Richard Gillespie  
Gary Ostofi  
Denise Giroux  
Kay Lodge  
John Eyles

Hamilton Real Estate Board  
Stinson Community Association  
CANEW (Central /North End West N/H)  
and Downtown Partnership  
Hamilton Society of Architects  
Beasley Neighbourhood  
Citizen Member  
Citizen Member  
Hamilton Senior Citizens Council  
McMaster University

**STAFF AND OTHERS**

Mary Ellen Scanlon  
Marlene Coffey  
Robert Wilton  
Brock Criger  
Peter Wickett  
Bill Janssen  
Vanessa Grupe - Coordinator

Environmental Projects Coordinator  
Downtown Partnership  
McMaster University  
Kirkendall Neighbourhood  
Strathcona Neighbourhood  
Community Planning  
Community Planning





## 1. Welcome

Mary Pocius welcomed all. She noted the recent passing of Arthur Lomax, at age 91. He was a long-time member of CAPIC, and a well-respected professional for many years in the field of traffic planning. The memorial service will be held February 11.

## 2. Downtown Hamilton Transportation Study

- a) Mary Ellen Scanlon, Environmental Projects Coordinator, Special Projects Office, described the recent progress with regard to the study. There was a public open house held on December 1, with good attendance of 62 citizens, in addition to staff. A briefing was held prior, for citizen committee members. Some comments were received, and staff have reviewed comments and responded to them. Issues include how the changes to the transportation system affect businesses in different ways. Social, environmental and economic impacts are not known, eg. for delivery trucks being able to use the street front.

As a result, an inventory of the transportation needs of downtown businesses will be done, as approved by Council. On February 11, a meeting will be held with BIAs, Chamber of Commerce, affected business people and others about how to undertake this survey. Special concerns will be identified, such as market vendors, reaching business owners who do not speak English, etc.

Comments included the desirability of keeping large trucks out of downtown; the fact that any survey is just a snapshot in time. There are many 2 way streets elsewhere where on-street parking and loading spaces work well, such as Ottawa and Locke, or James St. in the past.

The proposal to convert James and John Streets to 2-way traffic, from King St. to the waterfront, was not a staff recommendation, but came from Council. Therefore, discussion on this matter is mute.

Other comments expressed by members:

- The Downtown Questionnaire noted seniors want better bus service, esp. for home-bound end, for returning home from the market with parcels.
- People who walk want friendly 2-way streets; drivers want speedy 1-ways;
- Perimeter Rd. included as an option in all alternatives, (with & without it);

The transportation component of the Downtown Secondary Plan includes parking strategies; possible changes to transit interchange points; pedestrian system changes, and cycling.

The end of March is targeted for the next public participation phase, for the Downtown Transportation study and the DT Secondary Plan.



### 3. Minutes of January 13, 2000 CAPIC Meeting

Alderman Copps noted the date of the last meeting should be corrected in the January minutes. Motion: The amended minutes of the January 13, 2000 meeting were approved, as moved by Gil Simmons, seconded by Alderman Geraldine Copps, and carried.

### 4. Business Arising

#### a) Downtown Partnership

Marlene Coffey reported on the status of the Partnership, which has been in existence now for about a year. The Partnership has developed 7 goals, 39 implementation strategies, and a marketing campaign. It takes a holistic approach, in terms of its message and initiatives, with various community partners. The intent is to build the downtown as a place to live, work and play, so that a 24 hour city centre results. The Partnership has started to work on a marketing campaign, in which they want to include local groups such as BIAs and businesses. These all need to work together to develop a cohesive message. Since the Partnership is now preparing its first annual review of its role and mandate, Marlene deferred further comments until this review is complete.

Members asked what the overall goal of the Partnership is, and the role of the Chairperson. It was felt there would be even more high-profile members. It was noted that a 20 year vision was first prepared, followed by 3 year targets or goals for each of the 3 areas – residential, recreation and business. The Canderel proposal is still on the table, waiting for the Federal government to decide on their office building location.

It was asked what the Partnership needs to do its job properly. The response was that it needs time to do its job well, to leverage; it is required that all sectors cooperate and work together; and financial support is also needed. Only \$15,000 is available to it to promote downtown Hamilton, which is not much. With the Transition Team dealing with the restructuring, there are many decisions to be made. It is felt timely for the Partnership to revisit its timelines and mandate.

### 5. Members Reports

- a) Robert Wilton, McMaster University noted that the strike has been resolved. The University fundraising drive has reached 80% of its \$100,000 target. Mary Pocius noted the Westdale Village BIA reviewed the proposed new entrance onto Main Street. This entrance will not go ahead this year, but the environmental assessment study will go ahead, to identify impacts. Issues include how much vehicle traffic should be on campus – this campus has more traffic than many.
- b) Peter Wickett of Strathcona Neighbourhood noted the RANA meeting to be held on February 21 at Ryerson. They had a very successful Winterfest.
- c) Carlo Gorni of Downtown BIA said their AGM was held at the end of January, and their budget was approved with an increase.





- d) Gil Simmons, North End Neighbourhoods said a section should be added to the standard agenda for unfinished business. She noted the Plastimet park site proposal, on which a meeting was held Feb. 9. There are many diverse alternatives for the park site. The present zoning for parks permits a wide range of uses, from a natural open space area, to an arena, which all have different impacts. There are not presently clear guidelines and controls for different types of parks. Durand Park was originally intended to be a passive park, but the use has changed. It was suggested CAPIC may want to review this matter, by its May meeting, to look at different kinds of parks.
- e) Mary Pocius of International Village BIA said the debate continues about the King St. E. gateway. It looks great since lamps went in front, but the effect is diminished by the 2 traffic lights on it, which look like an afterthought.
- f) Brock Criger of Kirkendall Association said RANA met on Jan. 31, and invited a speaker from the United Way, Norma Frankoff. They provide experts to help move neighbourhood groups along. It is now time to prepare a vision and mission statement, so all can participate. The next meeting is Tues. Feb. 28. Kirkendall Spring Fayre will be Sat. May 27, at HAAA grounds. They are working on the first southwest Hamilton Artists Studio Tour, to visit neighbourhood residents who are artists. The speaker at RANA on Feb. 21 will be Sam Gardner, not Dr. Dan Offord.

## **5. Status Reports**

### **a) Development Permit System**

The format for the February 21 workshop on the development permit system will include a presentation by the consultants, and working groups to discuss how to proceed. Content and process will be important. It is hoped that the existing 3 development application processes can be merged. Many components of the process are to be discussed and resolved, including possible pre-consultation with / pre-notification to neighbourhood groups, use of a design review committee, and details of the appeal process. The difficulty of regulating taste was noted.

### **b) St. Mark's Church Reuse Study**

The reconsideration of this matter at the January 12, 2000 Council meeting was noted. The property will be sold to the party as proposed. The Durand Neighbourhood Association proposed that the heritage protection, heritage designation and easement be included in the deed of sale. Some also felt funds from the sale should be allocated for park development within Durand. There was once an account for Durand Park, to buy the whole block, but this disappeared one year. Staff will look into this idea.

## **7. Next Meeting**

The next meeting was confirmed for March 9, 2000. The meeting adjourned at about 6:10 p.m.





CAY ON HBL A05

C51P4C **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

2000

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8N 3T4

**NOTICE OF MEETING AND AGENDA**

URBAN MUNICIPAL

DATE: Thursday, April 13, 2000

TIME: 4:00 p.m. – 6:00 p.m.  
(note time change)

APR 17 2000

PLACE: Room 219, Hamilton City Hall

GOVERNMENT DOCUMENTS

**AGENDA**

1. Chairpersons' Remarks
2. Connections Between Downtown to Harbour – Status of Improvements  
- Werner Plessl, Parks Division
3. Minutes of February 10, 2000 CAPIC Meeting
4. Members' Reports
5. Status Reports
  - a) Downtown Heritage Programs and Projects
  - b) Development Permit Project - Status
  - c) Downtown Enterprize Zone
6. Other Business Arising / Outstanding
  - a) CAPIC Future Roles; Previous Motions and Actions
  - b) Information Items - Attached
7. Other Business
8. Next Meeting – May 11, 2000

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*



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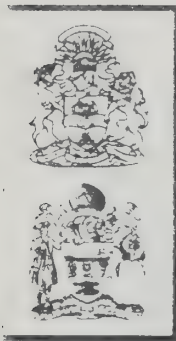
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**CITY OF HAMILTON AND  
REGION OF  
HAMILTON-WENTWORTH**

**Community Planning & Development Division  
Community Planning Department  
71 Main Street West, Hamilton, Ontario L8P 4Y5  
Telephone (905) 546-4221  
Facsimile (905) 546-4202**

February 18, 2000

TC-CAP(C)

Mr. Philip Lomax  
106 Middletown Road  
R.R. #2  
Dundas, Ontario  
L9H 5E2

Dear Mr. Philip Lomax:

It was with regret that the members of CAPIC, the Central Area Plan Implementation Committee, learned last week of the passing of your father, Mr. Arthur Lomax. Mr. Lomax was a well-respected member of this committee, who always took seriously his responsibilities as an informed citizen, and who had much to offer to the community for many years after his retirement.

He was one of the founders and original members of this committee, which was formed in 1984, to carry forward the recommendations in the Central Area Plan, concerning downtown Hamilton.

Mr. Lomax always spoke with conviction about the matters that were important to him, such as the integrity of the one-way street system in Hamilton. He was not afraid to take a minority opinion when it came to such issues.

Your father was an active member of the committee, a regular attendee and a vocal participant, until about late spring of 1999, when he reluctantly stepped down from attending meetings. We presumed that this was more due to the health of his wife, who was usually the one who ensured his transportation to the meetings in recent years.

We regret that we did not know the state of his health prior to learning of his passing, and that we were not able to, in a more tangible way, pass along our thank-yous to Mr. Lomax directly. Please convey our regrets to all the members of the Lomax family.

Yours sincerely,

Vanessa Grupe  
Co-ordinator, Central Area Plan Implementation Committee

cc. All members of CAPIC



# The CANEW Times

Our Central and North End West  
Neighbourhood Association newsletter!  
Volume 1 Issue 1 April, 2000

Welcome to the first issue of The CANEW Times. We aim to do this newsletter 4 times a year: January, April, September, and November. Keeping you in touch with happenings in your neighbourhood!



## Who Is CANEW?

The CANEW Neighbourhood Association was formed in 1997. We are a non-political, non-partisan group of residents in the CANEW area. We volunteer time and energy to make our neighbourhood a healthy and safe place to live, work and play. New volunteers are always welcomed.

You are part of the Central And North End West Neighbourhood Association if you live North of Main, South of the Bayfront, West of James, and East of Queen.

As a member, you have voting rights at the Annual General Meeting (AGM) if you attend at least 2 meetings, not counting the AGM. The AGM is held in September.

### Current Executive:

Nello Violin	Gil Simmons
Martha Allan	Donna Reid
Ellaline Davies	Sandy Skrzypczyk
Tom Baker	Catharina Jager

## Judith Bishop Talks to CANEW



At the January General meeting, Judith Bishop, School Trustee for Wards 1 and 2, spoke to CANEW members about schools in our neighbourhood. Judith explained

how schools are funded based on the number of pupils in a school. Preference is given to fuller schools.

At this meeting, Judith felt that Bennetto and Hess Street schools were not in danger of closing. She did express concern about funding cuts to English as a Second Language (ESL) programs, social workers, and special education needs. Judith encouraged everyone to speak to their Aldermen and provincial politicians about opening up schools so that community members and groups could also use them.

## Stop light at Barton & MacNab

Neighbours living around Barton and MacNab streets have expressed concern about the traffic at this corner. Alderman Ron Corsini personally went door to door around this corner with a petition. He presented it to staff in the traffic department.

At this time staff in the traffic department do not recommend doing anything at this corner. They are doing a 6-month study of the corner that ends in April and will make recommendations IF a stoplight is needed. Call Hart Solomon at 546-4584 to let traffic staff know your concerns about the traffic at the Barton and MacNab corner.



## Parking Lot at Hess & Peter

The parking lot across from The Barn has been bought by the Laborers International Union of North America (L.I.U.N.A). They have cleaned up the ground and will be starting construction of a Long-Term Care facility with approximately 80

beds. Also included will be a day care centre and parkette that will be open to the public. The facility should be ready to open later this fall or early next year.

## **The L.I.U.N.A. Station**

The CN Station on James street north will be opening up in May as The L.I.U.N.A. Station. Renovations have transformed the old train station into a banquet hall on the first floor and office space on the second floor. Good Luck with its' success!

## **H.I.E.A. Highlights**

H.I.E.A. stands for Hamilton Industrial and Environmental Association. This is a newly formed partnership of industry and community. H.I.E.A. members are selected from local industry. They are given a mandate to follow and must provide a financial contribution. To date, there are 12 industry members on H.I.E.A. The Community Advisory Panel meets every 6 weeks and there is good representation from both industry and community.

Annual contributions of \$50,000 have been marked for tree planting, education and funding to the City. As part of the Greenbelting Project (tree planting), 2 sites were planted last fall and

10 more sites are planned for this spring. \$25,000 of the budget has been approved to study other sites in the City for planting. The total budget earmarked for greenbelting activities is \$100,000, over a two-year period.



There is a strong focus to 'beautify' and 'green' areas close to industrial sites. H.I.E.A.'s funds have helped to plant species of trees that are of the 'friendly variety'. Some varieties of trees actually help reduce air-borne pollutants.

## **This spring... Plant a Tree on Your Property**

Green Venture and the Region of Hamilton-Wentworth are offering residents in North-end Hamilton a subsidized native tree to improve local air quality and enhance the greenspace

around your home. The trees are three years old and are 4 to 8 feet tall. Homeowners can choose from Red Maple, Red Oak, Serviceberry, White Ash, White Spruce, and Eastern White Pine. Prices range from \$10 to \$40. Call Green Venture at 540-8787 for details.



## **Spring Cleaning**

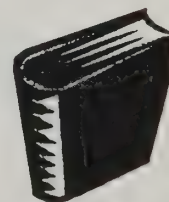
Spring has sprung and now is the time to be a good neighbour. Tackle your yard refuse that has piled up over the winter months.

Remember to dispose of garden waste in clear bags for pick up every 2<sup>nd</sup> week on your regular garbage day. Large items like mattresses and appliances will be picked up by appointment. Call 546-2785.

While you are in the cleaning mode, why not pack up some of those extra clothes, blankets and small household items and donate them to your favourite local charity. They'll appreciate it!

## **Support Your Local Libraries – Use them or lose them!**

Central Library, 55 York Blvd.,  
564-3200  
Picton Branch, 502 James St. N.,  
546-3494





## Brownfields - What Can We Do About Them?

Ward 2 Alderman Andrea Horwath

I have recently been delving into the *Brownfields* issue, as Ward 2 (and much of the "lower city") is riddled with *Brownfield* sites. *Brownfields* are properties (both vacant land and land with buildings) which are contaminated, (or are perceived to be contaminated), with toxins as a result of historic industrial uses. In many cases they have been abandoned by their owners and have accumulated significant municipal tax arrears as well as other public and private liens.



The cost of environmental remediation of these properties, to bring them up to residential standards, is extremely high and cannot be borne by the municipal level of government alone. At the same time these parcels of land are fully serviced by existing infrastructure (water, sewers, roads, public transit and other public services, etc.) and should be redeveloped as an alternative to continuing the unsustainable growth patterns of the last few decades, namely suburban sprawl.

Late in 1999 I introduced a resolution, unanimously supported by City Council, calling on the Federation of Canadian Municipalities (FCM) to urge the Government of Canada to initiate a Federal Brownfield Remediation Program, in partnership with the provincial and municipal levels of government.

Recently, as a result of pressure from our City's representative on the Board (March 2000) the FCM established a Brownfields Task Force on which I hope to participate. I have also been appointed to Hamilton City Council's newly constituted Brownfields Committee, along with Mayor Morrow and our colleagues Terry Anderson, Ward 7, Chad Collins, Ward 5, and Bob Charters, Ward 6. There are many *Brownfield* remediation programs and models being used in other jurisdictions, particularly in

the US and the UK that can be adapted to the Canadian context.

Successful Downtown Revitalization is very much dependant on more people living downtown. Brownfield sites are prime candidates for residential use after very thorough clean up has taken place. I will continue to work on this very key issue for Ward 2.



As we try to find ways for our City to finance the remediation of our Brownfield sites it will be important for community members to keep informed and to find opportunities to inform neighbours, friends and family members about its importance. In this way, elected officials at all levels of government can be motivated by a broad base of citizens to support *Brownfield* initiatives.

## Milestones

Happy Anniversary to Robbinex Inc. for celebrating 25 years in the CANEW neighbourhood.

## Introducing Your Community Police

In the Central neighbourhood your beat police are Constables Reid, Swain, Roscoe, and McGregor. In the North End West your beat police are Constables Emery, Allen, McKee, and Geski. If you want to speak to one of these police officers in your neighbourhood about any quality of life issues or ongoing problems call 546-4949. There is always one of these constables on duty 24 hours a day, 7 days a week!



## Questions for City Hall?

Alderman Ron Corsini 546-4513  
Alderman Andrea Horwath 546-2711



# Mark these dates on your calendar!



## Fireside Chat with Aldermen Ron Corsini & Andrea Horwath Monday May 15, 2000

Meeting starts at 7:00 pm

At the Ontario Workers' Arts & Heritage Centre  
51 Stuart Street (The Custom House)

Come and hear about the latest news from City Hall.

## Walking Tours

The Architectural Conservancy of Ontario (ACO), Hamilton Branch will once again present a series of walking tours in and around our area. These intimate, guided tours allow you to experience firsthand Hamilton's rich and varied architectural history. A donation of \$2 per tour is appreciated.



### Tour Dates:

May 7 - Mansions of Durand

June 11 - Locke Street

July 9 - Made in Hamilton: 19<sup>th</sup> Century Industrial Trail

For more information call (905) 308-9790

Web site: [www.hips.com/aco](http://www.hips.com/aco)

The mailing of The CANEW Times was done courtesy of A. Horwath's office.

MAR 28 2000



20 Bay Street, Suite 600  
Toronto, Ontario, Canada M5J 2W3

**GO Transit**

(416) 869-3600 Fax (416) 869-3525

**FAXED AND MAILED**

March 16, 2000

Ms. Vanessa Grupe  
Planner  
Community Planning and Development Division  
Community Planning Department  
City of Hamilton and Region of Hamilton-Wentworth  
71 Main Street West  
Hamilton, Ontario L8P 4Y5

Dear Ms. Grupe:

**Subject: Hamilton GO Centre - Brochures/ Displays on Downtown Attractions**

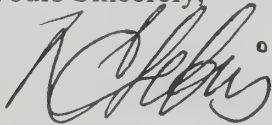
In response to your letter of January 31, 2000, and further to our recent telephone conversation, I am pleased to confirm that the manager of Station Operations West consents to the above display, including a manned display, on the following conditions:

1. Signing of a liability agreement, which we will forward under separate cover. It will define the duration and our right to relocate the displays for operating reasons, or to terminate the agreement.
2. The displays must be:
  - (i) Pre-approved by our Engineering Office for design and locations in the concourse. (A West Region representative and I will meet your representative on the site to agree on options).
  - (ii) Predominantly of public-attractions, such as the Art Gallery of Hamilton, with commercial attractions secondary.
  - (iii) Revenue neutral (non-profit).  
Note: We might enter into a contract with a brochure display company for the same purpose, with revenue benefits to GO Transit.

.../2

In conclusion, please note that in accordance with our commitment to Council during the project approval phases some years ago, we will always be willing to display tourism maps of downtown attractions on our time-table display boards. To date, we have not done so due to staff and time constraints, and because HSR, as a tenant, displays bus route maps of the city. These were deemed to serve the purpose, until now.

Yours Sincerely,



Norbert E. Sebris  
Senior Project Officer, Engineering

cc:	L. Keachie	-	Manager, Engineering
	M. Wolczyk	-	Manager, Marketing & Planning
	J. Pelletier	-	Manager, Station Operations West
	L. Iacovino	-	Manager, Realty Services
	E. Shea	-	Senior Information Officer
	J. Roks	-	Legal Counsel



# Jacobs enhances our habitat

Author's vision allows her to see link between dandelions and doughnuts

By LESLEY SIMPSON

*The Spectator*

**H**amilton's marsh plants — sweet flag, soft stemmed bulrush, blue vernal, white water lily, marsh marigold, skunk cabbage and water plantain — have assumed centre stage at Jane Jacobs' dining room table. Jacobs has welcomed this portable wetland into her downtown Toronto home the way one might treat an unexpected, intriguing guest. She is peering among the wet pebbles in the tray, created courtesy of the aquatic nursery at the Royal Botanical Gardens (RBG). Her blue eyes crinkle as she searches for three snails that have camouflaged themselves as they scavenge.

"This is very enchanting," Jacobs says, her eyes peering up over the tray of foliage. "Don't turn up your nose at what is native. People often do. They think that exotic things are much more valuable, and what is native they take for granted."

The marsh plants have been selected because they are part of a movement to reclaim biodiversity in Cootes Paradise. They have emerged from the RBG, but the City of Hamilton and the

In with bulk orders for regenerating riverbanks and floodplains. This movement to reclaim biodiversity coupled with the emerging demand for wetland plants at the RBG is very much what Jacobs explores in her new book, *The Nature Of Economies*.

The nursery has been selling four varieties of sedge, joe-pye weed, six varieties of rush, cardinal flowers, cattails, white vernal, tapegrass, two varieties of duckweed and five varieties of bulrush to the Toronto Region Conservation Authority, Waterloo, Burlington, and other not-for-profit wetland-restoration projects.

As part of a land-stewardship program, community agencies have used the plants at the top of Spencer Creek on Flamborough farmland to solve a bad game of ecological dominoes. One example: Cows had polluted the water. Cows trampled plants, destroying root systems which function as embankments. The dirty water drains into Cootes Paradise. And then mud in the water blocks plants from the sun.

This interconnecting web of nature and economy, of biodiversity and business, is the subject of *The Nature Of Economies*. The book, written in a Socratic-style dialogue among four

also govern economies. We are part of nature, not interlopers in it.

What in the natural world functions like a franchisee such as Tim Hortons? Jacobs looks up, her watery blue eyes widen and she beams. The flower whose seeds are scattered by the wind and grows in new areas, she replies. It is this ability to see connections between doughnuts and dandelions that characterizes Jacobs' vision.

Look how redwood trees use fog, how termite colonies report information, how sunlight is converted, combined and recycled through the forest ecosystem.

Watch how the duckweed plant uses sunlight, how the diligence of bees enhances their habitat, how the prairies replenish, or why "chimpanzees go in for grooming each other like workaholic nursemaids or demented hairdressers," and you will see the same principles playing out in how economies begin, regenerate, adapt, evolve or fail, Jacobs suggests.

This connection is not simply a theory merging money and ecology but also part of an emerging movement called biomimicry. People develop products and production methods taking cues from natural processes.

The book includes the story of Phillip McCrory, an Alabama hairdresser who created a filter that used hair to clean an accidental diesel spill in a ditch of water at NASA's Marshall Space Flight Center. Hair is covered

says, is a process called phytomediation, using plants that accumulate metals to clean polluted soil. Jacobs' book also mentions a Virginia farm where the owners looked to the prairie relationship between bison and chickens in order to create a successful cattle, chicken and egg farm.

**'This is very enchanting. Don't turn up your nose at what is native (plants). People often do. They think that exotic things are much more valuable, and what is native they take for granted.'**

*Jane Jacobs*

It seems now part of an organic evolving web that the author likely best known for *The Death And Life Of Great American Cities* is peering at Hamilton's flowering yellow marsh marigold, the spindly sweet flag and the leafy water plantain and seeing, like a detective, clues in the processes of growth for the community economy's regeneration. *The Spectator* has brought this portable wetland to Jacobs' downtown Toronto home along with the local phone book, to ask the author how her book can be used as a pragmatic tool for Hamilton-Went-

shorthand as a thinker for her understanding of how things work and connect. As someone who redefined thinking about neighbourhoods and created a philosophy that underpins the new urbanism, she eludes ideology or easy classification. And despite having broken a thigh and using a walker, she is still trooping across the country to talk about her new book, much like a bee, enriching the country's habitat.

"These plants are wonderful adaptations," Jacobs says, fingering the soft-stemmed bulrush. "They have relationships with each other, and I am sure it is advantageous for them to grow close to each other." Her eyes move from the skunk cabbage to the white water lily.

"These are the same things you find in a successful economy."

If someone in Hamilton studied wetland plants and learned how to clean up contaminated land, that person could deal with the same problems in other communities. The plants may differ. The principles are the same.

"Look at the problems as sources of wealth themselves." She suggests there is likely a business there for an entrepreneur, likely room for a few in an economic arena that could become "very important" for the region.

The portable wetland triggers a memory of a challenge solved at The Body Shop's Toronto cosmetic packaging plant. The company wanted to create an ecologically benign way to clean



April 1, 1994  
John Deppel, The Spectator

# ORGANIC: Making good use of somebody's failure

Continued from L1

The building contained not only the cosmetic packaging waste, but an on-site day care so there was a substantial water volume. What it did was create a specially designed garden of marsh-land plants that functioned as a collective benign cleaner. The plants treated the water. What emerged was "beautifully pure." There was no odour. The garden itself, lush and elegant, was beside the children's playground and created what Jacobs called a "delightful space."

"I can imagine someone in a community with land that needs rehabilitating, like Hamilton, being in great demand by institutions and businesses."

"That kind of business — using plants to clean water or rehabilitate contaminated land — constitutes something that is 'active and lively.' And for Hamilton-Wentworth, a community with pockets of vacant contaminated land, those opportunities seem particularly abundant."

"The question here is what do you do with a failure? You call that a failure to have contaminated someone's land. How do you use that failure construc-

## PRIMER

Jane Jacobs is scheduled to speak April 13th at Hillfield Strathallan Artsplex, 299 Fennell Ave. W. in Hamilton. Admission is \$7. She is the author of *The Death and Life of Great American Cities* which created a new vision of what makes communities fail or succeed and created a new philosophy of urbanism. She is also the author of other books including *Cities and The Wealth of Nations*, *Systems of Survival* and the new book, *The Nature Of Economies*, published by Random House of Canada. Jacobs will read from the book and then answer questions from the audience. For more information contact Bryan Prince, Bookseller at 528-4508 or e-mail [bryan@princebooks.net](mailto:bryan@princebooks.net)

tively? If you can address the problem then you have done something very good in every way. Good for itself, good for the world. Good for the community."

"Turning from the tray of plants, she turns her mental microscope on the thick book that has been sitting under-

neath the portable wetland, propping it up at the dining room table, the 1999-2000 Hamilton-Wentworth phone book. The book the rest of us use to call people has another purpose: It offers a street view on a local economy. To figure out whether there are enough new and different enterprises emerging, the so-called "birth rate," Jacobs begins leafing through the index of the yellow pages, a collection that begins with abdominal supports and ends with zoos. The index is a tool she uses to get a picture of diversity, to figure out if the landscape is a rich financial ecosystem with many different things or a thinning desert, dependent on the illusion of branch plants and distribution centres. Part of Jacob's argument is that a regenerative economy cannot depend on exports alone.

At random, the book falls open, to H. "There is certainly a lot of variety. Let's look. My eye falls on hot stamping."

"Houseboat rental and charter housewares. Housing projects. Housing providers. Hubcaps. Human rights organizations. Humanitarian organizations. Humidifying apparatus. Hunt-

ing and fishing equipment. Hydrants. Hydraulic equipment."

After a quick and she stresses "unscientific" peek, her first impression of the Hs is that the community doesn't have a high proportion of businesses serving other businesses. Those are the most fruitful creators of new kinds of goods. And it is easier for new enterprises to begin when there is already a cluster of other businesses. It is one of the principles of *The Nature of Economies* that development depends on co-development. It is easier to start a painting business if there are local suppliers making paintbrushes, masking tape, paint and rollers, as well as a skilled workforce, access to capital, and freedom from discrimination, other hallmarks of economic vitality.

After warning she will not be spouting out any statistics, her curiosity has her scanning the index again, flipping through the pages. She calls out headings, one by one. She looks for competitions, which is good. And she characterizes certain arenas as "sensitive spots." It is especially healthy, for example, when there are many design companies competing because design

is often a source of adaptive innovation

"Now here's P." She has flipped a few pages again, her eyes landing on PCB contractors on page 624. Her fingers rub her forehead. "Is Hamilton in the forefront of this lively, engaging activity?"

"Packaging machinery. Packaging material. Packaging services." The Ps fare better than the Hs, with more businesses serving other businesses rather than only serving customers.

Small businesses are good because, being small, there are often more of them, and they differentiate themselves depending on their owners' strategies and interests and that creates "different potentialities and different ideas." Big employers, on the other hand, tend to shed workers, Jacobs says.

Why does she search for what is small when everyone else trumpets the big?

"Everything that starts, starts small. Practically everything. Even the big steel companies, if you go back into their history, were little forges once," says Jacobs. "The mighty oak from an acorn rises."

CAY ON HBC AOS  
C51P4C  
2000



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

**URBAN  
MUNICIPAL**

### NOTICE OF MEETING AND AGENDA

DATE: Thursday, June 8, 2000  
TIME: 4:30 p.m. – 6:00 p.m.  
PLACE: Room 219, Hamilton City Hall

**URBAN MUNICIPAL**

#### AGENDA

**JUN 09 2000**

1. Chairpersons' Remarks
2. Minutes of May 11, 2000 CAPIC Meeting
3. Input to Transition Board
  - Draft Submission prepared by sub-committee
  - Please review attached copy and come prepared with your comments**
4. Business Arising / Outstanding
  - a) Downtown Enterprize Zone – Presentation Notes
  - b) Community Councils – Article
5. Members' Reports
6. Status Reports
7. Other Business
8. Next Meeting – TBA – Possible Dates July 13 and/or August 10, 2000

**GOVERNMENT DOCUMENTS**

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*





## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### M I N U T E S

#### CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

Room 219, Hamilton City Hall

Thursday, May 11, 2000

#### MEMBERS ATTENDING

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Carlo Gorni  
Gerry Kennedy  
Brenda Mitchell  
Richard Gillespie  
Russell Elman  
Kay Lodge  
Helen Kirkpatrick

Gary Ostofi  
Robert Wilton

International Village BIA  
North End Neighbourhoods  
Downtown Hamilton BIA  
Hamilton Halton Real Estate Board  
Stinson Community Association  
Beasley Neighbourhood  
Durand Neighbourhood Association  
Hamilton Senior Citizens Council  
Central Neighbourhood  
and Downtown Partnership  
Citizen Member  
McMaster University

#### REGRETS / ABSENT

Ald. Ron Corsini  
Dick Simpson  
Denise Giroux  
Rick Lintack

Alderman, Ward 2  
Corktown Neighbourhood  
Citizen Member  
Hamilton Society of Architects

#### STAFF AND OTHERS

Brock Criger  
Stella Woock  
Peter Wickett  
Conrad Zurini  
Linda Axford  
Vanessa Grupe - Coordinator

Kirkendall Neighbourhood  
Landsdale Neighbourhood  
Strathcona Neighbourhood  
Hamilton Halton Real Estate Board  
Citizen Observer, Corktown  
Community Planning

#### **1. Welcome**

Mary Pocius welcomed all, and introductions were made.

## 2. Minutes of April 13, 2000 CAPIC Meeting

Gerry Kennedy noted that the Market St. lofts have not changed hands as yet.

**Motion:** The minutes of the April 13, 2000 meeting of CAPIC, as amended, were approved, as moved by Brenda Mitchell, seconded by Kay Lodge, and carried.

## 3. Transition Board Submissions

A public meeting of the Transition Board will be held the evening of May 11, 2000, to hear from business groups, including BIAs and Homebuilders. Several citizen advisory committees, including Status of Women, have asked to speak at another such a public meeting which will be held. It was requested that CAPIC write asking to be present at this public meeting, to tell about its' value as a citizen committee.

**Motion:** It was moved by Brenda Mitchell, seconded by Brock Criger, and carried, that CAPIC strike a subcommittee to prepare a submission to the Transition Board. Russell Elman, Richard Gillespie, Conrad Zurini, Gil Simmons and Mary Pocius agreed to be members. A letter will be forwarded to the Transition Board, asking for an opportunity for CAPIC to present a submission at a public meeting. The subcommittee will meet to prepare the submission, to be brought back to the June 8 meeting of CAPIC for review, as the only item on the agenda.

There was discussion about the model for community councils outlined in the BIA submission, which would see one in each ward, with representatives from neighbourhood associations, school councils, sports associations, etc., and a ward councillor as chair. The same structure would be used for all such councils. Mary Pocius felt that CAPIC, with some fine-tuning, provides a model for a community council. Such councils were to be studied and considered by the current transition board review.

Transition Board task force reports are due in mid June, and it is anticipated there will be a public participation phase from late June until August or September. Mary Pocius provided a copy of the paper on Community Councils from the Canadian Urban Institute. Copies will be provided to all members.

Brock Criger proposed parameters for the subcommittee's role and their submission. These are to include the past, present and future role of CAPIC. The past should include the original role and mandate, what CAPIC is, groups represented. Note importance of the city centre as a place to live and earn a living, and to build a strong region. The Transition Board should be asked to allocate the inner city a fair share of taxes. CAPIC can offer know-how on how to spend the right amount of taxes to get results on issues such as signage, streetscaping. It should note this is not a self-interest group, but has a global perspective; has understanding and opinions regarding services. Benchmarking and accountability are needed; need to look to customers first for input, as business does.

## 5. Members Reports

- a) Conrad Zurini of the Hamilton Halton Real Estate Board, had lobbied the Province to drop land transfer tax, but this affects mainly new construction in suburbs. If this is eliminated for all first time buyers, it would help the downtown, as would eliminating the PST on CMHC closings. The National Association of Realtors has developed a smart development approach which protects heritage, environment, etc. The Ontario Real Estate Association wants to develop a similar paper, and a draft should be available soon, perhaps available for next meeting.
- b) Carlo Gorni, Downtown BIA said the City has continued its moratorium on patio licence fees and awnings. July 7-8 Downtown block party on King William St. Two businesses lost – Aggies Design, and 2 new businesses – Blue Max and a restaurant.
- c) Russell Elman of Durand neighbourhood said Durand has adopted a new mission statement and set of objectives, which emphasizes political and economics. Obtaining funding from the Hamilton Community Foundation and Ontario Main Street, and plan to hold a symposium of inner city neighbourhood councils next spring, including some from Ottawa, Kingston and Toronto. Have paid memberships, and thus not dependent on others.
- d) Brock Criger of Kirkendall Association said there was a meeting May 1 about the May 13-14 artists walking tour. There was a meeting on May 4 on Reservoir Park, where some repairs will be done this year, and there are ideas for a leash free zone. May 8 RANA meeting was on newsletters, with ideas for improving the 4 area newsletters. Marvin Ryder to June AGM.
- e) Helen Kirkpatrick of Central and Downtown Partnership noted she represents these 2 groups, not CANEW. LIUNA is preparing for the first event at the CN Station, a wedding in June. Agro's Seafood is moving back. Martha Allan will be at the next CAPIC meeting. Downtown Partnership held a 3 day retreat; to report to Finance and Admin next week.
- f) Stella Woock, Landsdale said there has been an increase in crime, including fights, prostitution, sting operations, drugs, with arsons as the greatest concern. Community fundraising; variety stores approached to stop selling glue. CAPIC offered to write a letter to Police Services, but they are aware.
- g) Richard Gillespie, Beasley noted the 19 fires in 1 year within 10 blocks, even with neighbourhood watches. Liaison between RANA and PHACT has been very positive. Wesley Urban Ministries is going back again. New restaurants. King William and Ferguson was seen as an important corner, critical to the entertainment district - Amity may be considering relocating.
- h) Peter Wickett of Strathcona said they have their 2<sup>nd</sup> newsletter done.
- i) Robert Wilton of McMaster said a new student centre is being built opposite Mills Library. Jumbotron TV scoreboard has been installed, and rotates 180' to project advertisements to the neighbourhood, which is causing concerns.



- Mac website [www.mcmaster.ca](http://www.mcmaster.ca) provides daily listings of news, speakers, culture.
- j) Kay Lodge, Hamilton Seniors Council noted the May 12 rally / prayer service on Community Health Care. Senior Citizens hotline will be available soon. This could be put in the Spectator's Friday notice section, through Corporate Communications, maybe on Password sign on Main St. W. Members encouraged to share matters discussed at CAPIC with their own committees.
  - k) Gerry Kennedy, HHREB said Economic Development provided some copies of the packages for realtors; additional copies are needed. Staff have done followup. The private lands on Bay St. N., Sheaffe at Stuart, need cleanup, and the City is paying the excess cleanup costs so the land can be made useable. Naturopath centre is looking for a location - Jackson Square ?
  - l) Gil Simmons, North End Neighbourhoods said a meeting was held with Werner Plessl regarding parking in the neighbourhood, for the July 1 opening of the Harbour Waterfront trail. The view of James St. from the Mountain would be more visible if trees trimmed. Motion: Moved by Gil Simmons, seconded by Gerry Kennedy, and carried, that CAPIC request the City arborists to consider trimming trees to enhance this view. Staff will follow up.
  - m) Mary Pocius of International Village BIA said there is a new African art gallery, and a new dollar store on King St. which is very popular. Phase II of City Places has received approval for demolition; Spallachi has reached an agreement regarding the OMB appeal; Black Forest to put a patio on Ferguson; \$2.9 M of vacant office space could be converted to loft apartments. – expect 400 new housing units within 18 – 24 months in this BIA, which will result in greater demand for commercial services.
  - n) Brenda Mitchell of Stinson said one street corner on the neighbourhood has been identified as a death trap, with several seniors having been killed there, and is being given special attention by police, including red light cameras. Public Health have a health bus service, and are also online. Was shooting at Main and Emerald; going to stores to tell them not to sell glue. There was another meeting on the Corrections Canada centre, no decision made yet.
  - o) Gary Ostofi, citizen member, noted the new businesses downtown, including bars. Hess Street is now down to 1 lane, from 3.

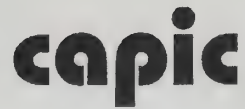
## 6. Status Reports

### a) Downtown Enterprize Zone

Staff will provide copies of the information available on this matter.

## 7. Next Meeting

The next meeting is scheduled for June 8, 2000. The meeting adjourned at about 6:30 p.m.



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### Submission to Transition Board

#### Introduction

The Central Area Implementation Committee (CAPIC) is a citizen-based advisory committee which represents major community stakeholders in the Central Area. This is defined as the area bounded by Queen Street, Victoria Avenue, the Escarpment and the Harbour. The committee provides a forum for citizen discussion, review and input on planning issues within the Central Area and beyond.

This submission outlines the role of CAPIC in the past, present and into the future. The central area of the New City of Hamilton will continue to be an important area with a need for informed citizen input on planning issues.

#### Historical Perspective

The Central Area Plan was adopted in 1981 and updated in 1986. CAPIC was established by City Council in 1984, as a sub-committee of the Planning and Development Committee. Its mandate was to advise on and carry forward matters included in this plan, and related planning matters in the central area.

It has also served in part as a coordinating committee, facilitating communication between neighbourhood groups, business associations and other groups in this area. The Central Area includes 6 neighbourhoods, Beasley, Central, Corktown, Durand, and North End East and West, having a total population of over 32,000 people as of 1996. The attached map illustrates the Central Area and its component neighbourhoods.

Several sub-committees of CAPIC were established in the past to address specific areas of concern, including GO Transit, Ferguson Avenue Master Plan, and Public Participation.

- Advisory Committee on GO Transit – a subcommittee of CAPIC was formed to address the design of the GO Transit station on Hunter Street, and provided comments on pedestrian access and safety.
- Ferguson Avenue Master Plan – a subcommittee was formed to serve as the advisory committee for this redevelopment project.
- Public Participation - a subcommittee, with staff, prepared a discussion paper on effective public participation in the central area. A workshop was also organized on this subject, emphasizing neighbourhoods.

Other specific issues which were addressed included transportation issues such as the GO LRT project, and the reconstruction of James Mountain Road.



Other specific issues which were addressed included transportation issues such as the GO LRT project, and the reconstruction of James Mountain Road.

The committee sponsored four community forums on downtown issues which provided a valuable means of facilitating discussion and obtaining community input on downtown neighbourhoods, business, and other matters. It also played an important role in emphasizing the importance of the central area and downtown; and in requesting establishment of a downtown neighbourhood.

#### Present Role:

The most recent initiatives of CAPIC have focussed largely on the downtown core, rather than the wider central area, in keeping with many recent city initiatives. The intent and principles of the Central Area Plan are still considered important, but broader issues are also of concern, such as taxation, transportation, downtown revitalization and housing. The decision-making process has usually been characterized by consensus.

The current composition of the committee has been broadened slightly in the recent past, as representatives were invited to sit in from neighbourhoods on the edges of the central area, including Landsdale, Strathcona and Kirkendall. Stinson has also been represented on the committee for some time. This has allowed additional exchange of neighbourhood information, and input from a wider area on central area issues. These neighbourhoods include a total population of just over 60,000 people.

Recently, the committee has been involved in advising on the Downtown Secondary Plan and Downtown Transportation Plan. For this joint study, CAPIC members formed the nucleus of the Downtown Advisory Committee. The committee has also requested improved pedestrian connections between the downtown and the harbour, including streetscaping and improvements to roads and pathways. The committee provided input on the development permit project.

Other current initiatives include a review of its name to properly reflect its function, and the consideration of a mission statement for the committee. The proposed mission statement is included in the attachment. The name of the committee could be changed to reflect the fact that it functions as a central area planning advisory group, rather than focussing primarily on the Central Area Plan. The mission statement which has been proposed is "To properly plan for sustainable growth, housing opportunities and choice, by improving public safety, encouraging a strong economic sector, protecting the environment, preserving open spaces and historic significance through local consensus-based decision making."

#### Future Role:

CAPIC is seen as a template for effective community participation in the Central Area, due to its membership, mandate and reporting structure. It represents major



stakeholders in the central area, and is willing to offer its services as a communication link between citizens, staff and politicians.

Priorities which are considered important in the present restructuring include the need for community input, and the need for citizens to have access to politicians and staff. CAPIC has traditionally had this access, by virtue of its aldermen members. At one time an alderman was chair of the committee. The New City of Hamilton requires tools and approaches to help ensure broad-based community input and access to staff and politicians.

CAPIC can help respond to the increased demands on staff and politicians. The information and input which citizens can provide to staff is very relevant. Both politicians and staff will need an informed citizen advisory committee more than ever, due to limited resources in terms of their numbers, and increased pressures on their time. Effective public participation will become even more important in future as a result, and there will be a need for better liaison with citizens / citizen advisory committees. The budget requirements for this committee include a modest allocation of staff time.

The Central Area will also remain important, as the central area of the New City of Hamilton. The future role of CAPIC is seen as continuing and expanding, as it provides an effective means for obtaining input from and communication with stakeholder groups in this area. It also enables discussion of issues among these groups, which enables exchange of more ideas and information than other forms of direct communication with each of them individually.

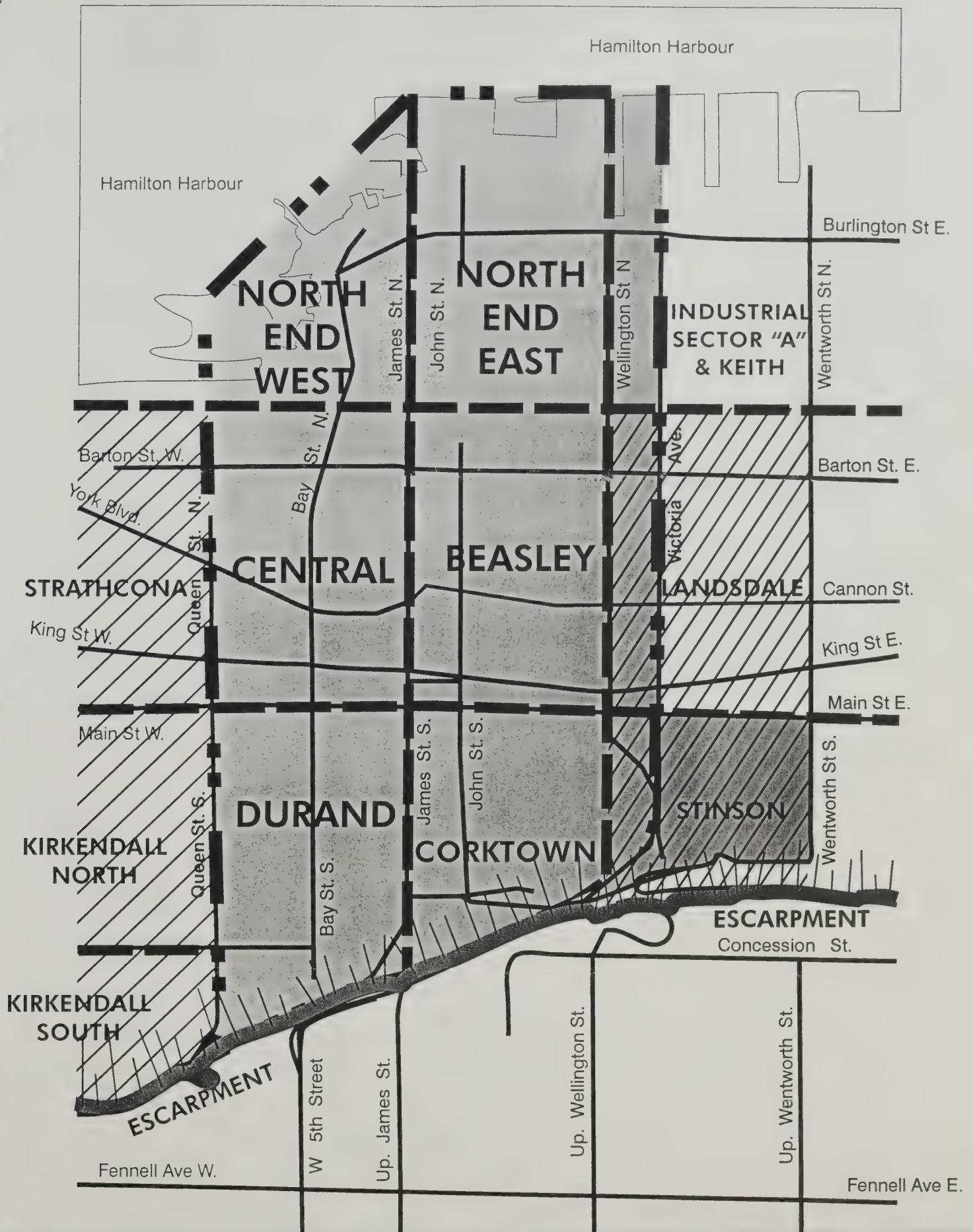
There is value in having an existing committee which can be available on short notice to react to issues, and advise on planning studies and initiatives. This was evidenced by CAPIC's recent involvement in the development permit study, where it served as an advisory committee, as well as the Downtown Secondary Plan / Downtown Transportation Plan.

### Conclusions

CAPIC has a broad-based membership, an understanding of many issues and functions within municipal government and the core, and a commitment to the Central Area as well as the City.

It is felt there will be an ongoing, increased need for such a broad-based advisory group of stakeholders, providing a link between citizens, politicians and staff.

CAPIC therefore wishes to offer its continued services as a citizen advisory committee which provides a forum for discussion and review of planning-related matters in the Central Area and beyond.



- CENTRAL AREA
- NEIGHBOURHOOD BOUNDARY
- ADDITIONAL NEIGHBOURHOODS

## CENTRAL AREA NEIGHBOURHOODS

**Central Area Plan Implementation Committee  
Organizations Represented**

**City Council:**

2 City Aldermen

**Neighbourhood Associations:**

Beasley Neighbourhood Association

Central Neighbourhood

Corktown Neighbourhood

Durand Neighbourhood Association

North End East and West Neighbourhoods

Stinson Community Association

**Business Improvement Areas:**

Downtown Hamilton Business Improvement Area

International Village Business Improvement Area

**Other Organizations:**

Hamilton Burlington Real Estate Board

Hamilton Senior Citizens Council

Hamilton Society of Architects

McMaster University – School of Geography

**General Public:**

2 Citizen-at-Large Members

**Observers:**

Downtown Partnership

Kirkendall Neighbourhood Association

Landsdale Neighbourhood Association

Strathcona Neighbourhood Association



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## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### NOTICE OF MEETING AND AGENDA

DATE: Thursday, July 13, 2000  
TIME: 4:30 p.m. – 6:00 p.m.  
PLACE: Room 219, Hamilton City Hall

#### AGENDA

1. Chairpersons' Remarks
2. Minutes of June 8, 2000 CAPIC Meeting
3. Input to Transition Board
  - a) Final Submission from CAPIC
  - b) Planning Task Force Recommendations
4. New Business
  - a) Conference on Future of Downtowns – Mary Pocius
  - b) Walking Tour of Central Area – September
5. Status Reports
  - a) Downtown Secondary Plan / Transportation Plan update
6. Members' Reports
7. Other Business
8. Next Meeting – September 14, 2000

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GOVERNMENT DOCUMENTS

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### M I N U T E S

## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

Room 219, Hamilton City Hall

Thursday, June 8, 2000

### MEMBERS ATTENDING

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Ald. Ron Corsini  
Carlo Gorni  
Gerry Kennedy  
Brenda Mitchell  
Russell Elman  
Kay Lodge  
Gary Ostofi  
Martha Allan

International Village BIA  
North End Neighbourhoods  
Alderman, Ward 2  
Downtown Hamilton BIA  
Hamilton Halton Real Estate Board  
Stinson Community Association  
Durand Neighbourhood Association  
Hamilton Senior Citizens Council  
Citizen Member  
Central Neighbourhood

### REGRETS / ABSENT

Richard Gillespie  
Dick Simpson  
Denise Giroux  
Rick Lintack  
Helen Kirkpatrick

Robert Wilton

Beasley Neighbourhood  
Corktown Neighbourhood  
Citizen Member  
Hamilton Society of Architects  
Central Neighbourhood  
and Downtown Partnership  
McMaster University

### OBSERVERS AND STAFF

Brock Criger  
Stella Woock  
Conrad Zurini  
Vanessa Grupe - Coordinator

Kirkendall Neighbourhood  
Landsdale Neighbourhood  
Hamilton Halton Real Estate Board  
Community Planning

### **1. Welcome**

Mary Pocius noted the first open houses for the Transition Board were low key, with few people attending. The new General Managers were introduced on June 9, and the Transition Board reports start on June 14, through June 24. She noted the LIUNA (former CN) Station had an open house on May 25, with 5,000 people going through, to see the banquet centre's beautiful renovations, including the original terrazzo floors.

## 2. Minutes of May 11, 2000 CAPIC Meeting

Russell Elman asked that on page 3, 5 c), "councils" be changed to "association", and "and plan to hold" be deleted and replaced with "obtaining funding for." **Motion:** The minutes of the May 11, 2000 meeting of CAPIC, as amended, were approved, as moved by Gerry Kennedy, seconded by Carlo Gorni, and carried.

## 3. Great Lakes Science Centre

Gil Simmons said it was appropriate for CAPIC to endorse the Great Lakes Science Centre to be located at the foot of James St., at Pier 8. It was asked whether CAPIC was already on record supporting this project. There were some concerns that since this is the only deep-water pier in the Harbour, how else can this type of cargo be delivered? This matter must be looked at in conjunction with other Harbour issues, and the Port authority discussions.

**Motion:** CAPIC has suggested Pier 8, at the north end of Hughson Street over to John, as a suitable location for shops and other uses. If Pier 8 is to be redeveloped, CAPIC recommends that this is an appropriate location for the proposed Great Lakes Science Centre. This motion was moved by Mary Pocius, seconded by Brenda Mitchell, and carried. More information was requested by members, regarding whether this site is to be redeveloped, and whether this is considered an appropriate location for this use.

## 4. Transition Board Submission

The draft submission was reviewed, which had been prepared by the subcommittee consisting of Mary Pocius, Gil Simmons, Russell Elman, Richard Gillespie and Conrad Zurini. Mary Pocius suggested that this paper be forwarded, once complete, and that CAPIC also invite Marvin Ryder and/or his whole committee to attend a CAPIC meeting, for members to discuss with him how the committee works.

**Motion:** Moved by Russell Elman, seconded by Conrad Zurini, that we invite the Transition Board to meet with us at a time and place of mutual convenience. Alternatively, members could attend a meeting of the Transition Board, or one of their open houses. Marvin Ryder will attend the Kirkendall Neighbourhood Association AGM meeting on June 26, and has attended many other groups such as Rotary clubs. A letter has gone from CAPIC advising that the committee would like to make a submission to the Board.

Comments on the draft submission were as follows:

- duplication at bottom of page 1 to be eliminated;
- future role – include discussion re mission statement and revision to name;



- introduction / overview to be added, with a summary of recommendations;
- use of paragraphs and point form as needed and appropriate;
- Citizens-at-large to be referred to as citizens appointed by Council;
- Ability of the committee to work as a team, rather than self-interest of each;
- Support of downtown neighbourhood – was not a CAPIC position, delete;
- Downtown secondary plan process – add, to show consensus building process;
- Privatization; political vs. administrative model – how can CAPIC help ensure the right balance;
- access by neighbourhood associations to politicians and staff;
- relative roles of staff in providing expertise, politicians; neighbourhood groups;
- community councils – are addressed in BIA co-ordinating committee brief; and,
- neighbourhood associations must be established and strong in order for community councils to work; CAPIC consists of many similar neighbourhoods;

It was agreed that the subcommittee would have one further meeting to finalize the submission, based on the comments from this meeting. Mary Pocius will talk to the Transition Board to ask whether they will attend or hold a special meeting with CAPIC. Alternatively, members could attend one of the public open houses scheduled.

## 5. Enterprize Zone

Mary Pocius commented on this approach, which is not used in Canada. There are two types, for redevelopment of downtown areas, and to create manufacturing jobs in urban areas. Two meetings were held with the Ministry of Finance, including Parliamentary assistant to the Minister, and policy writers at Queens Park. A pilot project is desirable for Hamilton. MPs and MPPs agree that if there is buy-in from local groups, this approach may be used. The criteria include vacant buildings or parking areas with 30,000 square feet floor area, which would include much of International Village BIA. Examples were provided showing how assessment would increase with renovations. Increased taxes from improvements to buildings would be waived for 5 years, and phased in over the next 5 years.

## 6. Members Reports

- a) Russell Elman of Durand neighbourhood said Durand is reviewing neighbourhood watches; may have a Whitehearn event in the fall; have a member on committee drafting new by-law on lodging homes. He attended Open Doors event in Toronto, with about 100 buildings open for viewing eg. factories, Flat Iron building, converted to art galleries, studios. This may be an idea for Hamilton, for Architects, Architectural Conservancy to pursue.
- b) Brenda Mitchell of Stinson said the high risk offender committee is looking for another community rep. From the north end. We all need to be watchful as parents, and report anything suspicious.
- c) Brock Criger of Kirkendall Association reported the Spring Fayre went well - \$4,500 was raised, half of which was spent, and awareness was raised about

the park. Marvin Ryder will attend the June 15 AGM, for a presentation and discussion. United Way facilitator suggests time limits for all speakers.

- d) Conrad Zurini of the Hamilton Halton Real Estate Board said Darlene Mills of the Transition Board spoke to the Real Estate Board today, and commented on her vision of streamlining, one stop shopping. C of C June 9 day trip on downtown transportation cancelled – felt this will become an important issue.
- e) Stella Woock, Landsdale noted financial donors, and praised Cathy Weaver, a police officer who started a group for 120 kids at Pinky Lewis. Prostitutes are out in force; John school has a 1% rate of re-offenders; HEAT team addressing arson, BEAR squad B&Es. Inner City Ballet at Art Gallery June 9
- f) Gerry Kennedy, HHREB said the naturopathic clinic is still looking for a location. She asked whether CAPIC agendas could be provided sooner. Staff apologize for the lateness of agenda package, and will provide these sooner in future, by email and fax where possible.
- g) Helen Kirkpatrick of Central and Downtown Partnership said the Partnership is asking business people their concerns about going from one way to two way streets, and especially their views on King and Main Streets.
- h) Martha Allan, Central Neighbourhood are working with United Way facilitator, trying to strengthen the organization; networking with other neighbourhoods.
- i) Kay Lodge, Hamilton Seniors Council asked about neighbourhood groups outside of the Central Area. Staff can provide a list of these. Amalgamation of the City and Regional senior citizens councils is possible. Looking into advertising seniors hot line on the Spectator civic page and Password sign.
- j) Gil Simmons, North End Neighbourhoods noted the difficulty of getting from downtown to Toronto Airport, and said it is good there will be train service. Waterfront Trail from Bay St. to Cootes will open July 1, 2000 people invited. Kudos to citizen volunteers who did planting of native species in the vicinity.
- k) Gary Ostofi, citizen member said 2,500 people want to join a seniors club related to safety, promoted with David Mainse of 100 Huntley Street. He feels if enough people join, this will make a difference.
- l) Mary Pocius of International Village BIA said 35,000 copies of Downtown Hamilton brochure were printed. Railway Day at Ferguson Ave. Sat. June 10, advertised via schools. Under smoking by-law, same building can be restaurant or bar at different times of day; patios need ventilation. New shops: African fashion /artifacts/ gifts; florist; recycled clothing; wallpaper /paint. 19 applications for façade funding, 6 for residential conversion. Many inquiries re June 9 auction for Century 21, Odeon, L.A. Bats, and Century Theatre.

## 7. Next Meeting

The next meeting will be July 13, 2000. The meeting adjourned at about 7:00 p.m.

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## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

June 26, 2000

Mr. Marvin Ryder, Chairperson  
Transition Board for the New City of Hamilton  
50 Main Street East, 4<sup>th</sup> Floor  
Hamilton, Ontario L8N 1E9

Dear Mr. Ryder:

Re: Submission from Central Area Plan Implementation Committee

Further to our letter of May 17, 2000, and our recent discussions, attached for your consideration is a submission from CAPIC to the Transition Board.

We trust that this brief outlines the important roles which CAPIC has played during the past, our present initiatives, and the ways we see this committee contributing in future to the work of the New City of Hamilton. We feel that the committee provides a useful broad-based perspective on central area issues and processes.

No doubt the Transition Board has much work ahead of it, in reviewing the extensive reports of the various Tasks Forces, receiving feedback from the public, and developing its final recommendations.

We appreciate your consideration of our comments. If possible, CAPIC would be glad to meet with members of the Transition Board, at your convenience, to discuss these matters further. Thank you.

Yours sincerely,

Mary M. Pocius, Chairperson  
Central Area Plan Implementation Committee





## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### Submission to Transition Board

#### Summary

**Citizen advisory committees have long been a part of the planning process in the City of Hamilton. As a result of the current restructuring of municipal government and administration, there is a continuing need for effective citizen advisory committees to enable good communication between citizens, politicians and staff.**

CAPIC, the Central Area Plan Implementation Committee, is a citizen-based advisory committee which provides a forum for citizen discussion, review and input on planning issues within the Central Area, and issues which extend beyond it to impact the wider community. The Central Area is bounded by Queen Street, Victoria Avenue, the Escarpment and the Harbour. The Central Area is anticipated to remain a key element of the New City of Hamilton, although its' function and role is going through a process of redefinition.

The *membership* of CAPIC is diverse, representing major community stakeholders, with an understanding of many issues and functions, and a commitment to the Central Area and the City. It operates using a team approach among members, who work co-operatively to discuss and resolve issues on a consensus basis, looking beyond the local interests of each group.

This submission outlines the role of CAPIC in the *past, present and into the future*. The Committee wishes to offer its continued services as a citizen advisory committee providing a forum for discussion and review of planning-related matters in the Central Area and beyond.

#### Background

The City of Hamilton has a long history of citizen advisory committees formulating and implementing plans for neighbourhoods and wider areas. The Central Area Plan was adopted in 1981 and updated in 1986, on the advice of a citizen advisory committee. CAPIC was established by City Council in 1984, as a sub-committee of the Planning and Development Committee. Its mandate was to advise on and carry forward matters included in this plan, and related planning matters in the central area.

It has also served as a *coordinating committee*, facilitating communication between neighbourhood groups, business associations and other groups. The Central Area includes six neighbourhoods, Beasley, Central, Corktown, Durand, and North End East and West, having a total population of over 32,000 people as of 1996. The attached map illustrates the Central Area and its component neighbourhoods.

*Membership of the committee* has changed over the years in response to changing issues. It has always included representatives of the core neighbourhood groups, two downtown business improvement areas, City Aldermen, the real estate board, local architects' association, and seniors' council. In the past, there was also representation from school boards and labour groups. There are also two citizen members at large who are appointed by Council.

*Several sub-committees* of CAPIC were established in the past to address specific issues of concern and studies, including the following:

- *Advisory Committee on GO Transit* – a subcommittee of CAPIC was formed to address the design of the GO Transit station on Hunter Street, and provided comments on pedestrian access and safety.
- *Ferguson Avenue Master Plan* – the advisory committee for this redevelopment project was formed as another subcommittee;
- *Public Participation* – a subcommittee, with staff, prepared a discussion paper on effective public participation in the central area. A workshop was also organized on this subject, emphasizing the role of neighbourhoods.

The committee sponsored four *community forums* to facilitate discussion on downtown issues, namely:

- downtown design;
- business and commerce;
- inner-city neighbourhoods; and,
- the Mayor's Task Force on Downtown.

*Other specific issues* which were addressed included transportation issues such as the reconstruction of James Mountain Road, and the GO LRT project.

#### *Present Role:*

The most recent initiatives of CAPIC have *focussed largely on the downtown core*, rather than the wider central area, in keeping with the focus of many recent studies and programs. The intent and principles of the Central Area Plan are still considered important, but broader issues are also of concern, such as taxation, transportation, downtown revitalization and housing.

The *composition of the committee* has been broadened slightly in the recent past. Representatives from neighbourhoods on the edges of the central area, namely Landsdale, Strathcona and Kirkendall, were invited to attend as observers. Stinson has also been represented on the committee for some time. This has allowed additional exchange of neighbourhood information, and input from a wider area, with a total population of just over 60,000 people, on central area issues.

Recently, the committee was instrumental in *requesting the preparation of the Downtown Secondary Plan*. They agreed that the policies of this plan would have precedence over policies in individual neighbourhood plans for this area. The



committee has been involved in *advising on the Downtown Secondary Plan and Downtown Transportation Plan*. For these studies, being coordinated jointly, CAPIC members form the nucleus of the Downtown Planning Advisory Committee.

The committee has also requested *improved pedestrian connections* between the downtown and the harbour, including streetscaping and improvements to roads and pathways. The committee advised on the study of the *development permit process*.

#### Future Role:

Priorities which are considered important in the present restructuring and beyond include the need for citizens to have *broad-based community input and access* to staff and politicians.

CAPIC is seen as a *template for effective community participation* in the Central Area, due to its membership, mandate, consensus-building approach, and reporting structure. It has traditionally had effective access to both staff and politicians. CAPIC can help respond to the *anticipated increased demands on staff and politicians*. Effective liaison with informed citizen advisory committees will benefit both politicians and staff in the future, due to limited resources in terms of their numbers, and increased pressures on their time. CAPIC enables discussion of issues and *exchange of opinions among these groups*, rather than just direct communication with each of them individually.

There is value in *having an existing committee available* on short notice to react to issues, and advise on planning initiatives. This was evidenced by CAPIC's recent involvement in the development permit study, where it served as an advisory committee, and for the Downtown Secondary Plan / Transportation Plan.

Other recent initiatives of the committee proposed to be carried into the future include a *review of its name* to more properly reflect its function. The name of the committee could be changed to reflect the fact that it serves as a central area planning advisory group, rather than focussing primarily on the Central Area Plan. The Central Area will remain important, as the central area of the New City of Hamilton, although its function and role may be redefined.

The *consideration of a mission statement* for the committee has been suggested, and a draft mission statement proposed to guide the future direction of committee. This is "To properly plan for sustainable growth, housing opportunities and choice, by improving public safety, encouraging a strong economic sector, protecting the environment, preserving open spaces and historic significance through local consensus-based decision making." This draft is to be refined further.

In conclusion, the future role of CAPIC is seen as continuing and expanding, as it provides an effective means for enabling communication with, discussion among and input from a group of stakeholders in the Central Area.



**Central Area Plan Implementation Committee  
Organizations Represented**

**City Council:**

2 City Aldermen

**Neighbourhood Associations:**

Durand Neighbourhood Association

Central Neighbourhood

Beasley Neighbourhood Association

Corktown Neighbourhood

North End East and West Neighbourhoods

Stinson Community Association

**Business Improvement Areas:**

Downtown Hamilton Business Improvement Area

International Village Business Improvement Area

**Other Organizations:**

Hamilton Halton Real Estate Board

Hamilton Senior Citizens Council

Hamilton Society of Architects

McMaster University – School of Geography

Automobile Club – CAA South Central Ontario

Social Planning and Research Council

**General Public:**

2 Citizen-at-Large Members, appointed by Council

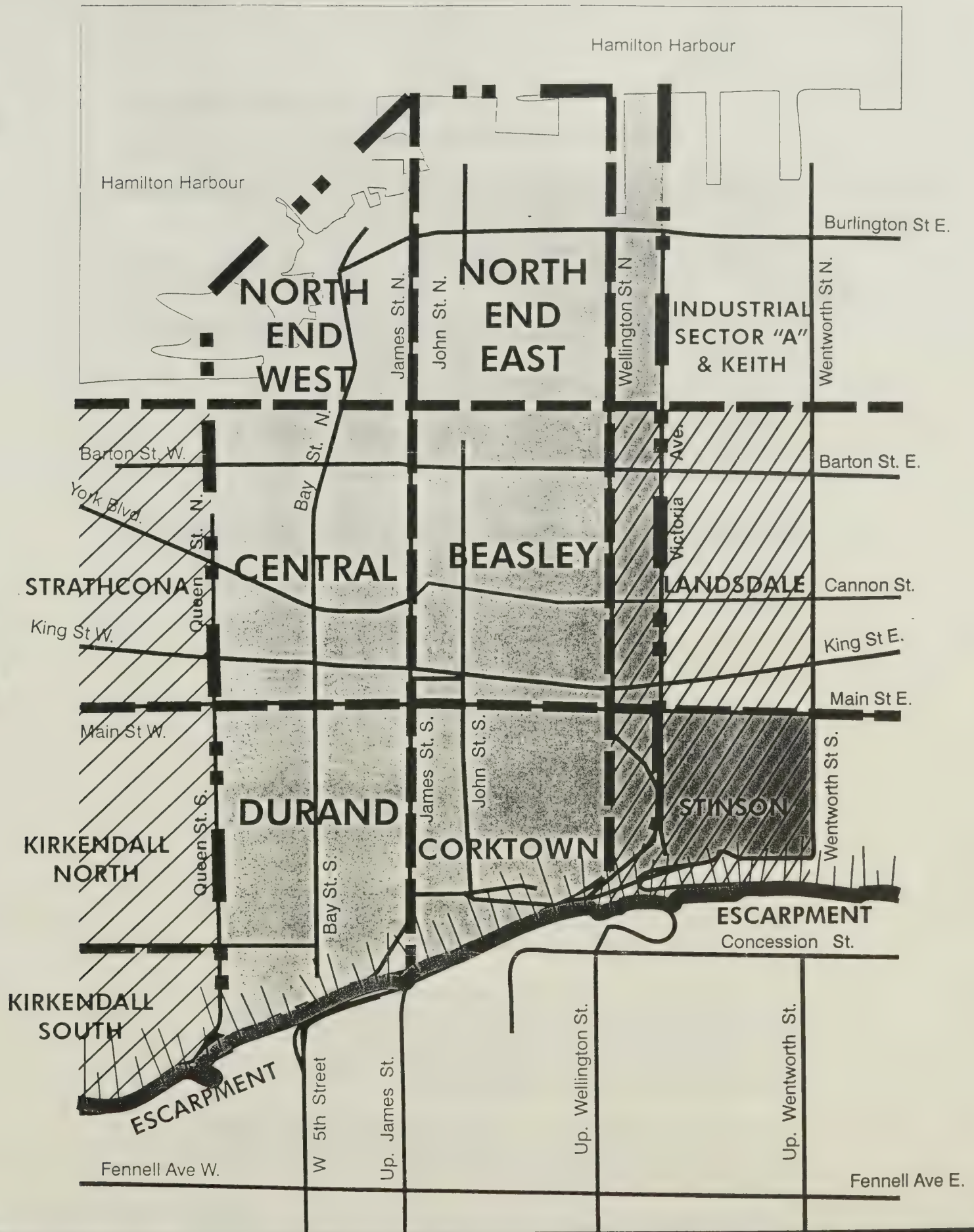
**Observers:**

Downtown Partnership

Kirkendall Neighbourhood Association

Landsdale Neighbourhood Association

Strathcona Neighbourhood Association



## CENTRAL AREA NEIGHBOURHOODS

CENTRAL AREA

NEIGHBOURHOOD  
BOUNDARY

ADDITIONAL NEIGHBOURHOODS



## NEWS UPDATE

June 27, 2000

**Transition Board Defers Decision on Hydro Dollars**

HAMILTON -The Transition Board for the new City of Hamilton wants to wait for further advice from its lawyer before making a decision on whether to allow the municipalities of Hamilton, Dundas and Stoney Creek access to excess working capital from their respective hydro commissions. Hamilton is seeking \$9 million to be used to reduce taxes by 8%, Dundas wants just over \$200,000 for its Community Centre Building Fund, and Stoney Creek is seeking \$1.1 million for a 2% tax reduction and to fund capital projects.

Early in the meeting, the Transition's Board's lawyer for hydro issues, Linda Bertoldi, indicated that the introduction of Bill 100 by Minister of Energy Jim Wilson last week could cause complications in financing arrangements for municipal utilities. She indicated that the minister felt that the rate structures set for utilities might need to be revised to reflect any money that is taken out. The Transition Board's financial consultant, Gerry Lawson, said that since there is not yet a business plan in place for the new corporation, it would be premature to use any working capital accrued by Hamilton Hydro for tax reduction purposes in 2000. In a brief he presented to the board, Mr. Lawson wrote that "there is no clear financial reason to take unnecessary risks with the financial position of the new city in 2001 and onwards. Revenue from the hydro corporation may well be needed in the future, but it clearly is not needed to finance municipal services right now."

A lawyer for the City of Hamilton, George Rust-D'Eye, in a presentation to the board indicated that the excess working capital does not belong to Hamilton Hydro - instead it belongs to the City of Hamilton. He also noted that "there would not necessarily be any increase in rates to electricity customers attributable to this transaction." In response to a question, Mr. Rust-D'Eye conceded that he was unaware of any previous instance where the City of Hamilton or any other municipality in Hamilton-Wentworth had made a request for a distribution of excess hydro working capital.

The Transition Board will decide whether to approve the requests for access to hydro working capital from the three municipalities at its meeting next week, after it hears a legal opinion from Ms. Bertoldi on the submission made by Hamilton's lawyer.

In other news from this afternoon's meeting, the Transition Board approved a request from the Region of Hamilton-Wentworth to allow for a 100% tax rebate for veterans clubs, to be in effect for 2000, 2001 and 2002. It is expected that the rebates will cost the city/region approximately \$134,000.

Next week, it's expected a discussion paper will be presented to the board, outlining the municipal committee structure, the salary of councillors and the mayor, and office support for council members. Plans are to receive the report, and provide two weeks for comment from the community, before the board passes a set of guidelines on these issues at the end of July.

The Transition Board spent the previous two weeks hearing reports from the 23 task force teams formed to make recommendations on how services should be delivered in the new city. The board and task force members have also hosted a series of open houses to provide information about the reports to - and to receive comments from - members of the community.

Two open houses will be held this week to address Utilities, Garbage Collection/Waste Management, Roads & Sidewalks, Finance, Fleet Management, Transit, Corporate Services, Planning, Building, Licensing, Inspections & By-law Enforcement, Outdoor Ground Maintenance, Cemeteries, and Economic Development. Tomorrow, an open house will be held at the old Ancaster Town Hall, 310 Wilson Street, Ancaster. On Thursday, an open house will be held at Sackville Hill Senior Centre, 780 Upper Wentworth Street, Hamilton. Both take place from 4 - 8 p.m.

In addition, one further open house is being held on Wednesday, July 5, 2000 from 4 - 8 p.m. in the Coach House of Dundurn Castle in Hamilton. Representatives of all 23 task force teams - as well as members of the Transition Board - will be in attendance at this final open house. The deadline for comments to be received on the task force recommendations is Monday, July 10, 2000.

For more information, please contact: Tricia Hellingman, communications consultant to the Transition Board, (905) 527-2985.



**Transition Board for the  
New City of Hamilton**

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# **Planning & Housing Task Force Report**

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**Quality Planning for a Sustainable Future**

JUNE 2000

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## Section 6

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# Summary of Recommendations

### Recommendation # 1

That the neighbourhood/secondary planning program be refocused primarily to address suburban greenfield areas, and larger districts within the developed urban area, where substantial land use, infrastructure, housing, zoning and similar issues, warrant special treatment (eg. downtown).

### Recommendation # 2

That the responsibility for watershed studies be delegated to and co-ordinated by the Hamilton Region Conservation Authority on behalf of all active conservation authorities in the New City.

### Recommendation # 3

That a review of the fundamental role and relationship between the Conservation Authorities and the New City be undertaken relative to natural heritage, recreation service, and asset management issues.

### Recommendation # 4

That current advisory committees established for the delivery of Planning services, such as LACAC, ESAIEG, etc., be maintained and merged according to their respective mandates.

### Recommendation # 5

That a new Advisory Committee be established to provide input regarding significant community design matters.

Recommendation # 6

That the Planning functions consisting of Policy, Development and Community Design, be delivered by a mixed model consisting of core in-house staff, outsourcing to consultants, and Community Based Partnerships, where appropriate.

Recommendation # 7

That the City Manager be directed to establish corporate management procedures to implement the soft silo/hard rings concept so as to include all interdepartmental projects of high corporate priority, including major planning policy and integrated growth strategy studies.

Recommendation # 8

That the Minister of Municipal Affairs and Housing be requested to issue a regulation under Section 70.2, or, make an amendment to the City of Hamilton Act, to provide general authority for the use of architectural review powers under the guidance of the appropriate Official plan, neighbourhood plan or corporate policies.

Recommendation # 9

That the housing function be delivered through a mixed model consisting of in-house social housing and administration, proactive housing policy and grants administration, with outsourced property management for the municipal non-profit portfolio.

Recommendation # 10

That the opportunity of establishing an employee takeover corporation for those municipal non-profit operations currently using in-house staff for property management, be pursued.

Recommendation # 11

That the municipal non-profit housing boards and corporations in Hamilton-Wentworth be amalgamated, and that the Transition Board request enabling legislation from the Province.

Recommendation # 12

That a detailed review of all grants, loans, rebate and exemption programs for housing and other property development purposes, be undertaken to determine their efficiency and effectiveness for the New City of Hamilton.



Recommendation # 13

That the City/Region and the Transition Board approve immediately, the hiring of 3 FTE staff for the Housing and Shelter Branch, to prepare for the devolution of social housing program administration.

Recommendation # 14

That an affordable housing partnership fund be created to implement a new proactive housing development program for the City of Hamilton, with 50% of the savings derived from the social housing program being allocated to this fund.

Recommendation # 15

That a review of user fees and the philosophy of cost recovery be undertaken concurrently at the department and corporate levels.

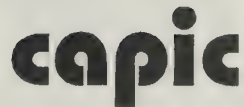
Recommendation # 16

That existing capital funding allocations be maintained for the preparation of a new official plan, zoning by-law, and spatial information and tracking system, and that an amendment to the Development Charge by-law be initiated to facilitate eligible recoveries for the additional costs of these projects.

Recommendation # 17

That the Transition Board request the Province of Ontario to fund one time costs for social housing program management and administration, in the amount of \$150,000.

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## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### NOTICE OF MEETING AND AGENDA

DATE: Thursday, September 14, 2000

TIME: 4:30 p.m. – 6:30 p.m.

PLACE: Room 219, Hamilton City Hall

URBAN MUNICIPAL

SEP 15 2000

#### AGENDA

GOVERNMENT DOCUMENTS

1. Chairpersons' Remarks
2. Minutes of July 13, 2000 CAPIC Meeting
3. Downtown Partnership – Current Directions - presentation
4. Business Arising
  - a) Transition Board – Follow-up and Implementation
  - b) Walking Tour – August 13
  - c) All Candidates Meeting
5. New Business
  - a) Community Exchange – Windsor – Sept. 7 - 8
6. Members' Reports
7. Other Business
- 8. Next Meeting – October 12, 2000

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### M I N U T E S

#### CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

Room 219, Hamilton City Hall

Thursday, July 13, 2000

#### MEMBERS ATTENDING

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Ald. Ron Corsini  
Carlo Gorni  
Gerry Kennedy  
Brenda Mitchell  
Russell Elman  
Helen Kirkpatrick  
Richard Gillespie  
Kay Lodge  
Dick Simpson

International Village BIA  
North End Neighbourhoods  
Alderman, Ward 2  
Downtown Hamilton BIA  
Hamilton-Burlington & District R. E. Bd.  
Stinson Community Association  
Durand Neighbourhood Association  
Downtown Partnership and Central N/H  
Beasley Neighbourhood  
Hamilton Senior Citizens Council  
Corktown Neighbourhood

#### REGRETS / ABSENT

Denise Giroux  
Rick Lintack  
Robert Wilton  
Gary Ostofi  
Stella Woock  
Conrad Zurini

Citizen Member  
Hamilton Society of Architects  
McMaster University  
Citizen Member  
Landsdale Neighbourhood  
Hamilton-Burlington & District R. E. Bd.

#### OBSERVERS AND STAFF

Brock Criger  
Martha Allan  
Linda Axford  
Vanessa Grupe - Coordinator

Kirkendall Neighbourhood  
CANEW  
Corktown-Neighbourhood  
Community Planning

#### **1. Welcome**

Mary Pocius welcomed those present.

#### **2. Minutes of June 8, 2000 CAPIC Meeting**

Changes will be made on pg. 1 to note Helen Kirkpatrick was at meeting; pg. 2 to note the Kirkendall AGM was June 15, not 26; pg. 3 to state the Great Lakes Interpretative Centre for Heritage Parks; pg. 3 to capitalize Neighbourhood Watch; correct spelling



of Whitehern and Flatiron Building. **Motion:** The minutes of the June 8, 2000 meeting of CAPIC, as amended, were approved, as moved by Gerry Kennedy, seconded by Gil Simmons, and carried. Note: the Real Estate Board is at hbdreb.on.ca on the internet.

### 3. Transition Board Submission

The final submission from CAPIC was provided to members, as well as the recommendations of the Planning and Housing Task Force. It was noted there was no specific reference to CAPIC, but there was reference to "current advisory committees established for the delivery of Planning services, such as LACAC, ESAIEG, etc., being maintained and merged according to their respective mandates." Mary Pocius is waiting to discuss various issues with Marvin Ryder.

It was suggested a further submission or letter could be sent to the Transition Board, for clarification. **Motion:** Moved by Brock Criger, seconded by Kay Lodge, that a further letter be sent to the Transition Board, to confirm that our submission was received. The Task Force reports were released since that time, and there is no specific reference to CAPIC. The letter is to confirm that it is assumed CAPIC will be part of the ongoing structure of planning advisory committees.

There was further discussion about the Transition Board recommendations regarding neighbourhood planning, and the co-ordination of planning for downtown. At present there is no single group responsible and accountable for downtown issues. The Downtown Partnership was to be such a group. Helen Kirkpatrick noted she is willing to do a presentation at the next CAPIC meeting on the Downtown Partnership's current direction and program. The Partnership was to be an arm's length agency. The citizens who offer their time and effort on this committee deserve respect.

### 4. Downtown Walking Tour

It was suggested that the next CAPIC meeting include a walking tour of a portion of the downtown area. The Architectural Conservancy of Ontario is planning a walking tour of King Street East on Sunday, August 13 at 1:00 p.m. It begins at the Royal Connaught hotel. Following the tour, there will be an informal meeting of CAPIC in Mary Pocius' offices of the International Village BIA, at 186 King St. E. Vanessa will poll members by phone to determine who is available and interested.

### 5. Downtown Secondary Plan / Transportation Plan – Status Report

CAPIC members were very complimentary about the June 28 open house on the Downtown Secondary Plan and Transportation Plan. They were very impressed by the presentation format, liked what they saw, including the visual representation of cars showing delay time, and members were thankful for the opportunity to comment. It was not felt necessary for CAPIC to provide these comments by means of a motion, since all members are on the Downtown Planning Advisory Committee. Copies of the consultation workbook were requested by several members / observers. Members felt the City should be applauded for considering two way streets, and remaining barriers between downtown and waterfront must be removed.

## 6. Conference on the Future of Downtowns

Mary Pocius reported on the conference she had attended recently in North York, organized by the Ministry of Industry, Economic Development and Trade. She provided staff with copies of 3 documents distributed, to copy for members. The article *Lessons from the Cleveland Turnaround* include their experience with a partnership, and organizational challenges. The article *Why is Downtown Revitalization Important to Ontario's Broader Regional Economies*, by Joe Berridge of Urban Strategies notes what downtowns could, should and don't do. The glossy brochure *Civic Vision 2000 and Beyond* is a selling tool for marketing. Cleveland focussed on people and partnership, and private funds, letting all do what they do best. Their approach was to attract people first, then fix the streetscape, not the reverse. Mary will make plans to go to Cleveland for a visit, and she found the reports from Cleveland very encouraging and energizing.

## 7. Members Reports

- a) Russell Elman of Durand Neighbourhood Association said Toronto has good concepts for planning in their downtown and beyond. Members would like more information on this.
- b) Helen Kirkpatrick of Central Neighbourhood and the Downtown Partnership noted cleanliness is very important in downtown. She said the next CAPIC agenda should include discussion of how to relate to the upcoming municipal elections. In 1997, CAPIC sponsored an effective all-candidates meeting.
- c) Brenda Mitchell of Stinson Community Association said 5 of the 6 condos on Alanson had been sold. These look great; are attracting Toronto commuters. She said the First Place medical centre may be closing, this is under review.
- d) Dick Simpson of Corktown Neighbourhood said the new park was opened recently, with 200-300 people present. There is now a 4 way stop at Ferguson and Young; stairway proposed from Ferguson Ave. to Jolley Cut.
- e) Linda Axford, Corktown is just back from Italy, excited about what she saw there. The McMaster student centre should be ready by Sept. 2001, and Mac is preparing for the double cohort in 2003. The increase in students may result in more students around the campus and downtown.
- f) Gerry Kennedy, Hamilton-Burlington & District Real Estate Board asked whether Economic Development could provide more assistance to the Real Estate Board, and asked for more brochures on Downtown summer events.
- g) Brock Criger of Kirkendall Neighbourhood Association said Marvin Ryder spoke at the June 15 AGM, and there was a good turnout and discussion. There are noise and air quality issues at the CPR yard, which is noisy 18 hours a day. Brock is the new president of the KNA – congratulations ! There was discussion about privatization and community councils – how these have or haven't worked elsewhere, and how they could be structured.
- h) Martha Allan, Central Neighbourhood said there is a new 4 way stop at Barton and McNab, after a long battle; many close calls and accidents there.
- i) Kay Lodge, Hamilton Seniors Council said her committee will amalgamate with the Regional Seniors Council. They will prepare a brief to the Transition Board. The Seniors Hot Line is to be advertised in the newspaper.



- j) Richard Gillespie of Beasley Neighbourhood Association said there is air pollution from the Cannon Knitting Mills. Ferguson Ave. construction should be done by the 2<sup>nd</sup> week of August. The Earn-a Bike program provides bikes to kids for 30 hours work. Major drug bust; gypsies coming from Toronto.
- k) Mary Pocius of International Village BIA said the Mustard Festival will be held Aug. 31 – Sept. 2. Phase II of Ferguson Ave. improvements starting soon, including a passive trail area, sculpture, concrete seating areas. Wants to see a cappuccino bar. Amity looking for other sites – existing site on King William sought for conversion to residential. Federal building decision expected in early August. Royal Bank moving out, renting space in Jackson Square. Eaton Centre press conference this morning – façade improvements to open James St. frontage, main floor of former Eatons to be prime retail tenant, basement for community use, 3<sup>rd</sup> floor for offices.

#### **8. Next Meeting**

The next meeting will be the walking tour on Sunday, August 13, and the next regular meeting will be September 14, 2000. The meeting adjourned at 6:30 p.m.

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# **Business Leadership Lessons from the Cleveland Turnaround**

James E. Austin

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# Business Leadership Lessons from the Cleveland Turnaround

James E. Austin

**T**urn around a company? It happens all the time. Turn around a city? That is a task of Herculean magnitude; and it happens seldom. Major problems afflict our cities, and the corrosive effects of urban decay have pushed many cities into a devastating downward slide. Vibrant societies require great cities, but cities cannot be great without significant leadership from the business community. Political and civic leaders play essential roles, but unless business leaders are centrally involved in generating solutions to these pressing urban problems, there will be no lasting solution.

Every city, like every company, is unique, but the Cleveland turnaround does provide us with a benchmarking opportunity for how business leaders can help meet the challenge of renewing our cities. From the wreckage of bankruptcy, riots, political conflict, and economic decay, the leaders of Cleveland's business, government, and civic organizations have been engaged over the past 20 years in an important process of revitalizing their city. Our analysis<sup>1</sup> of that experience sheds light on four central questions:

- What is the role of business leaders in urban revitalization?
- How can business leaders organize themselves effectively for collective action?
- What are the key considerations in formulating a community development strategy?

The author expresses his gratitude to the dozens of Cleveland community leaders and organizations who generously gave of their time and collaboration to enable this research and to my Research Associates of the Harvard Business School, Jaan Elias and Andrea Strimling, for their invaluable assistance, and to the Harvard Business School Division of Research for the financial support of this effort carried out as part of the HBS Initiative on Social Enterprise.



- How can such a strategy be best implemented?

To answer these questions, this article focuses on the experience of the business CEO organization called Cleveland Tomorrow, which has played a major role for nearly two decades in the city's revitalization. First, following is a brief look at Cleveland's decline and recovery.

## **The Fall and Rise of Cleveland**

### ***The Fall***

From its historical position as a preeminent and vital manufacturing center, Cleveland was caught in the downward spiral afflicting the Midwest's heavy industry Rust Belt. Hit by rising labor costs and growing foreign competition since the 1960s, manufacturers shut down their factories and moved to the Sun Belt or abroad. By the 1980s, Cleveland had lost over half of its manufacturing jobs. The city's Cuyahoga River was so full of industrial pollutants that it caught on fire, vividly signaling Cleveland's degraded state. People fled from the bleak city to the suburbs or beyond. A deteriorating city housing stock made the suburbs even more attractive, and court-ordered busing of school children accelerated the flight. Between 1950 and 1980 Cleveland's population dropped almost 40% from 914,000 to 570,000, with nonwhites becoming the city's majority.<sup>2</sup> Unemployment rose, incomes dropped, crime increased, race riots erupted, the tax base eroded, the school system deteriorated, budget deficits mounted, and a newly elected populist mayor clashed with the business community. This free fall crashed on December 15, 1978, when Cleveland defaulted on its loans, the first city since the Great Depression to go bankrupt. The city was ridiculed nationally as the "mistake on the lake." Cleveland was in crisis.

### ***The Rise***

Spurred by the crisis, business and other community leaders stepped forward and began a slow and arduous process of creating new organizations, new relationships, new strategies, and new attitudes. They fundamentally reshaped the way the city carried out the core task of community-building. This included redefining the business leadership's role and its interaction with government and civic organizations. In July 1996, Cleveland celebrated not only its bicentennial, but its impressive revitalization. It had won an unprecedented five All-America City Awards from the National Civic League. Its decaying downtown and polluted waterfront had been transformed into vibrant commercial, sports, and entertainment centers; its economic base had been diversified and strengthened; the city's general fund balance was a plus \$25 million in 1996 and its bond rating had recovered from a miserable Cal in 1978 to a respectable Aaa in 1996;<sup>3</sup> and vigorous redevelopment was occurring in its neighborhoods. Instead of being the brunt of national jokes, Cleveland now receives a continual flow of visiting leaders from communities around the nation who come to learn how



to revitalize a city. (See Appendix for details on progress in the areas of downtown development, neighborhood revitalization, economic rejuvenation, quality of life, and image.)

### ***The Unfinished Agenda***

Urban revitalization is a long-term process with success in the initial stages indicated by a stop in the deterioration. Cleveland halted the fall, turned the corner, and is on the way up. Many problems remain, however, and are recognized by Cleveland leaders as part of their unfinished community-building agenda. Although per capita income of the central city population rose between 1980 and 1990 from \$5,700 to \$9,050, the percentage living in poverty was still among the highest in the nation, as was the 35% portion of single-headed households. The income gap between the central city and the suburbs has widened. The city's public school system is in receivership, educational attainment poor, and the share of college degree holders among the city's residents ranks near the bottom of major cities. Race and ethnic relations have made significant strides forward, but de facto housing segregation remains extreme. Although several of Cleveland's medical institutions are ranked among the best in the country, the city's Infant Mortality Rate is worse than most other major cities. Cleveland still lags behind many other cities on several other performance indicators. Most of these cities, however, had not fallen as far as Cleveland, and so its comeback journey and progress has been more impressive than many of its urban counterparts even though it has not yet caught them. Perhaps even more important, Cleveland has created a community-building process whose momentum and power may be its most significant accomplishment, for this is what will power the city's journey of continuous improvement. And the business leadership plays a central role in this on-going renaissance.

## **Business Leaders' Role**

### ***Triggering Transformation***

For the business leaders in Cleveland, this challenge of change entailed a rethinking of their leadership role in the community. Cleveland's bankruptcy and political crisis served as the triggering devices to motivate business leaders to transform their traditional approach toward their community. Cleveland's downward slide, as in many other cities, seemed inexorable. The slippage is often insidiously slow: things are not going well, but they don't seem like a disaster either, so people tend to keep doing what they have been doing even though they might continue to complain about "things getting worse in the city." Communities, like companies, often need to be shocked into action. It may take a crisis to catalyze the change process. Richard Pogue (then Managing Partner of Cleveland-based Jones, Day, Reavis & Pogue, the country's second-largest law firm) described Cleveland's moment of crisis: "Standing on the precipice and

looking over the edge into the abyss, Cleveland's business leadership said, in effect, 'Enough is enough.'"<sup>4</sup>

For Cleveland, falling into the disgrace of default was the wake-up call, which led one leader to assert that default "turned out to be the best thing that ever happened to us." Bankruptcy can be invigorating. But not being able to pay the loans (or, more precisely, the banks' refusal to roll over the notes) was not the real crisis. It was simply the attention-getter that sparked the leaders to confront the core problems, abandon the status quo, and initiate change. Morton Mandel, then CEO of Premier Industrial Corporation, explained that the business leaders' new activism was "fueled by our disappointment with certain aspects of our city administration, our growing concern about the image Cleveland had nationally and internationally, and the impact of that image on how people might feel about joining our companies or relocating to Cleveland." Del de Windt, then CEO of Eaton Corporation and one of the most esteemed business leaders, commented, "I preached in my company that business leaders had an obligation to get involved in their community. A healthy, happy community will be far more beneficial to our business than one where there's all sorts of unhappiness and conflict." Business interests and professional as well as personal pride were at stake.

### *Leadership Leverage*

However, crises don't guarantee solutions. Many cities have crises, but no solution follows. Crisis can hasten death or create the opportunity for change. What converts crisis to constructive change? The Cleveland experience suggests that pursuing the path of change takes acts of courage and vision by a small number of leaders. They serve as "Community Change Agents" or "social entrepreneurs" who will take risks and forge new paths. A relatively small group of Cleveland business and civic leaders stepped forward after the bankruptcy to move the community in new directions. Among these were the CEOs of the city's biggest corporations who were clearly recognized as the informal leaders of the local business community. Together, these leaders, through "personal selling," were able to convince their colleagues at other major companies of the imperative of action. First, they successfully supported the election campaign of an alternative candidate to the existing anti-business mayor. However, while engaging in election politics is necessary at times, being a Community Change Agent does not mean episodic quick dips into and out of the political arena. Instead, what is necessary is the development of permanent relationships and new ways of working with government and the community.

This experience reveals that a small number of key business leaders can make a big difference through "leadership leverage." Their positions, credibility, competency, and resources give them mobilizing and convening powers that can ignite a change process. Leaders, by definition, have followers. Other business leaders will follow because of the persuasion or pressure of their informal peer leaders.

### ***Beyond Philanthropy***

Although Cleveland's corporations and people had a strong tradition of philanthropy (ranking among the top cities in per capita charitable giving), more was needed beyond corporate philanthropy. The business leaders recognized that simply continuing to write checks to charities was not going to turn Cleveland around. A new activism was required. The complexity and tenacity of the problems afflicting a city require a high capability for analyzing problems, delineating strategies, and ensuring implementation. They require an understanding of economic development and the capacity to mobilize and effectively deploy resources. They require entrepreneurial thinking and action. These are precisely the talents of business leaders. Charitable check writing still must continue, but it is the application of these other professional talents that is essential to sustainable community-building.

The Cleveland leaders discarded their traditional approach of only responding to requests for donations and assumed a more proactive role in which they would be economic development architects and primary change agents. To design their new activist role, eight of the city's most powerful business leaders formed the Cleveland Tomorrow Project Committee in 1980. With a major grant from the Gund Foundation, the committee worked closely for a year with a 5-person McKinsey consulting team on a partial pro bono basis to study the community's economic problems, examine other cities' experiences, and formulate solutions.

The Committee's report addressed the region's fundamental, long-term economic problems and delineated specific projects to be undertaken:

Although Cleveland's problems manifest themselves in many ways—governmental issues of stability and solvency, a disastrous city public education system, unemployment and underemployment, social friction and poverty—the Committee focused on jobs and economic vitality. This is because we believe that economic vitality underlies social progress and that the business community possesses the experience, expertise and responsibility to focus on this critical issue.

In effect, the business leaders' new role was based on the premise that they should do what they do best, leveraging their competencies in economic analysis, strategy formulation, and resource mobilization and deployment.

### **The Organizational Challenge**

Having delineated an expanded leadership role as Community Change Agents in the economic sphere, the business leaders faced the task of how best to organize themselves to carry out these new functions. The first issue was: Should this be organized as a set of projects to be implemented or as a permanent organization with on-going undertakings?



### ***Permanent Organization***

Del de Windt, Cleveland Tomorrow's first chairman, explained that "the idea of making Cleveland Tomorrow a permanent organization was to get the leadership of Cleveland involved to the point where they couldn't ignore the problems. I think you could lay a lot of Cleveland's ills to the fact that many of the fellows who had provided leadership in the 1940s and 1950s were passing out of the picture and people weren't picking up the slack." Projects can be mounted and successfully executed, but without an on-going organization there is the risk of evaporating interest and lack of follow up. Having a permanent organization recognizes that the business leaders' role as Community Change Agent is also permanent. The development function is not transitory but rather an on-going, integral part of the business leaders' responsibility portfolio.

### ***CEO Composition and Engagement***

A second organizational issue was: Who should belong to this Business Leadership Coalition and how can they be effectively engaged? The organizing committee's decision was that Cleveland Tomorrow would be a CEO-only organization with members being heads of companies with a minimum of \$300 million in sales or with similar influence in the community. Cleveland Tomorrow did not pretend to represent the business community as a whole, but rather—as explained by the organization's first Executive Director, William Seelbach, who was recruited from the original McKinsey team—its purpose was to provide a forum where the major CEOs could "come together to discuss what they see as the critical issues and try to develop a focused agenda for action." The original committee members personally recruited 36 CEOs (later expanded to 50). Members' annual dues to this new nonprofit ranged from \$7,000 to \$30,000 (based on company revenues).

The importance of the CEO exclusivity was that the members had demonstrated capacity to think strategically and the authority to commit their companies' resources to Cleveland Tomorrow undertakings. But this potential could only be realized if the CEOs could be significantly engaged and invested in Cleveland Tomorrow. Retaining interest and capturing CEOs' increasingly scarce time is a continual challenge. Jim Biggar, then chairman and CEO of Nestle, N.A. and third chairman of Cleveland Tomorrow, spoke of the challenge of leading this group of leaders: "The real challenge was to earn their confidence that what we were after was good for the total community. It was not something that was good for my company or good for their company. Really, the question was, 'What kind of city do we want and what can we do to help it get there.'"

This common goal created a shared commitment that enhanced the group's cohesion, but other organizational procedures furthered engagement. First was the rule that a CEO could not send a substitute representative to the board meetings. Substitutions can signal lower importance and nonessentiality, which becomes contagious, eroding the level of leadership engagement.

Second, CEOs were directly involved in assessing and shaping Cleveland Tomorrow's initiatives. Joe Roman, Cleveland Tomorrow's current executive director, explained the process: "We don't let anybody get involved in anything on a staff basis until there is a CEO who says, 'I'll take this on for three months.' If, after three months, it doesn't look as if it's going anywhere, we'll drop it. If we continue, the period of analysis is generally followed by recruitment among CEOs, education among CEOs, more involvement of CEOs, and then creation of a new organization." This active participation and sense of ownership retained CEO interest. Additionally, as one member put it, "there was a lot of peer pressure if anyone started slacking off."

In 1998, only three of Cleveland Tomorrow's current CEO directors were charter members. The original companies remain members and their new CEOs have assumed their predecessors' slots. Thus, the original CEOs have succeeded in institutionalizing their companies' presence in Cleveland Tomorrow. The organization explicitly works at nurturing its CEO service culture, which fosters a fiduciary obligation of new CEOs to carry on the community stewardship legacy of their predecessors. Contributing to this has been the organization's successes and growing prestige, as well as the staff continuity. There have been only three executive directors during the organization's 15 year history, and each successor served as an associate director for several years before being promoted. But challenges remain. Globalization and downsizing have made CEO's time for community service even scarcer. This forces many to cut back external commitments. In this process of "involvement triaging," CEOs, as impact-seekers, are likely to go where their time and talents can be best leveraged.

Joe Roman elaborated: "You have to be successful in order for people to continue to participate. That's what keeps a CEO today involved. They know about the culture and say, 'OK, this organization seems to work, so if I have a limited amount of time to put into civic activities, I might as well put it where the track record is very, very good.'"

### ***Professional Staff***

Cleveland Tomorrow has a staff of five highly competent professionals who support the CEOs with thorough analysis and efficient administration. The goal is that the quality of the staff work would equal that found in the best companies. Unlike many nonprofits where the staff dominates, at Cleveland Tomorrow the emphasis is on support. Morton Mandel, former CEO of Premier Industries and one of the founders of Cleveland Tomorrow, explained the relationship between the staff and the CEOs: "It has been very clear to our staff that the board sets policy, and sometimes those policies are not what the staff would like. But if the staff really wants to do its job to the maximum, it encourages, helps, and tries to influence, but recognizes that the board sets policy and the staff executes it."

Executive Director Roman explained, "The staff functions as an analyst, almost like a McKinsey. Staff's role is really to work behind the scenes with the

CEOs, to figure out what's going well, what's going badly, and what needs to be changed." The staff also follows up with board members who might miss a meeting, "so that they never feel that they're too far away."

## **Strategy Considerations**

Figuring out what to do and not to do is a critical task for any Business Leadership Coalition. Three elements have been central to Cleveland Tomorrow's strategy formulation: analysis, focus, and evolution.

### ***Analytically Based***

Cleveland Tomorrow's successful actions have been rooted in careful diagnosis of its problems and systematic delineation of solutions, beginning with its conception and initial agenda, which were based on the year-long McKinsey consulting study. For subsequent initiatives, Cleveland Tomorrow continued to tap outside expertise, including relying heavily on the Center for Regional Economic Issues (REI) at Case Western Reserve University. REI itself was the result of a recommendation from a Rand Corporation study of the Cleveland economy funded by the Cleveland Foundation. Cleveland actively studies other cities' efforts. Even the McKinsey team that carried out the Cleveland Tomorrow feasibility study drew on its experience in conducting the New York City Partnership study.

Community-building often flounders because decision makers act on fads, public opinion, or powerful groups' preferences rather than grounding their actions in thorough problem analysis. Effective community-builders value analysis and imbue their efforts with a solution-seeking approach. A problem-solving mindset seeks rather than flees problems because solutions require good problem identification and analysis. This attitude is hard to cultivate because it requires overcoming the tendency to blame and overcoming risk avoidance regarding experimentation. Problem identification and discussion are seen as healthy rather than as an admission of failure. In Cleveland, when major issues arise, instead of simply pointing fingers and making inflammatory statements (although some of this still occurs), the greater tendency is to study it in order to find effective solutions. For example, when the owner of the Cleveland Browns football team announced he was moving his team to Baltimore, the public and private leaders, instead of just bemoaning the loss or screaming, expeditiously examined alternatives, delineated a set of action proposals, and made a highly professional business presentation to the NFL. This resulted in an unprecedented victory by which the city retained the Browns name and the rights to a future NFL franchise. Similar thorough analysis, careful planning, and collaborative public-private presentation enabled Cleveland to beat out other cities, including New York, for the rights to house the Rock and Roll Hall of Fame.

This analytical approach reveals, even more importantly, a mindset that values problem-confrontation and fosters problem-solving. Cleveland has begun



to go beyond cheerleading about their accomplishments (which they do exceedingly well) to seeing as acceptable and healthy the recognition and active discussion of remaining problems. In effect, Cleveland is creating a community learning capability.

### *Focused*

Cleveland Tomorrow had a sharply focused agenda that concentrates on critical bottlenecks to Cleveland's economic revitalization. Bill Seelbach, Cleveland Tomorrow's first executive director, described the approach: "We said that we were not going to be successful if we tried to do a hundred things. Initially, we had four or five programs that we focused on, to the exclusion of all others." These all concentrated on stimulating new business and job creation to develop a new economic base to offset the decline of the traditional industries. For example, one of the first initiatives was the creation of the \$30 million for-profit Primus Venture Capital fund that sought to accelerate entrepreneurial undertakings lacking access to such funding. Cleveland Tomorrow companies provided a third of the initial investment. Primus has now grown into a profitable \$300 million venture and has attracted other venture capitalists to the Cleveland region.

The organization's strategy has focused on capital mobilization and has created other funds to stimulate investments in start-up technology companies, downtown infrastructure, neighborhood housing and commercial real estate, and minority enterprises. Cleveland Tomorrow has also fostered the establishment of management assistance organizations to support new companies, technology centers to stimulate R&D, and an organization aimed at helping management and labor collaborate to enhance quality and productivity.

As Cleveland Tomorrow's initial projects were successfully implemented, the requests for support of new projects from outside organizations multiplied. The temptation was great to take on many worthwhile new initiatives. As one member put it, "If you allowed it, Cleveland Tomorrow would be tackling every issue that came up in the community. And pretty soon, it's accomplishing nothing." Retaining focus required considerable discipline: an ability to prioritize and to just say no. Cleveland Tomorrow's criteria were

- the criticality of the bottleneck,
- Cleveland Tomorrow's distinctive ability to address it, and
- the likelihood of success.

One of the important factors that helped Cleveland Tomorrow stay focused was the existence of other community organizations that addressed a variety of the city's other critical needs. Urban revitalization is a multifaceted and complex undertaking requiring a plethora of organizations. In Cleveland, these included: The Greater Cleveland Roundtable (created slightly before Cleveland Tomorrow), which seeks to achieve greater racial and ethnic harmony and collaboration; Cleveland's Growth Association (Chamber of Commerce), which

coordinated with Cleveland Tomorrow to have complementary undertakings in the economic development sphere (the Growth Association also addressed the smaller businesses' concerns, whereas Cleveland Tomorrow consisted of the major businesses); and "Leadership Cleveland," which prepares and motivates new generations of leaders to assume the mantle of community-builders. A multitude of other nonprofit organizations and governmental entities were engaged in social service provision and in arts and culture activities. The city's major foundations (e.g., Gund and Cleveland) fostered many activities and new initiatives. While many of Cleveland Tomorrow's CEOs also sit on the boards of these other civic organizations, Cleveland Tomorrow as an institution is not involved. Institutional specialization and division of labor in a community clearly enable focused strategies.

### *Evolutionary*

Although Cleveland Tomorrow's strategy was focused, it was not static. It evolved based on experiential lessons. It learned from and built on both its successes and failures. From its initial focus on business development and job generation it migrated incrementally into other areas. Cleveland Tomorrow moved its support selectively into downtown development, focusing on drawing people back to the city through entertainment infrastructure. These efforts included the new Gateway sports complex for its professional basketball and baseball teams; a renovated theater district that pumps \$2.20 into other businesses for every \$1.00 of theater tickets sold;<sup>5</sup> a cleaned-up waterfront with new dining, shopping, and recreation facilities; a world-class science museum; and the Rock and Roll Hall of Fame.

Focusing carries the risk of myopia. Cities are systems, so just strengthening one piece will not necessarily correct the whole. Cleveland Tomorrow's efforts recognized and focused on selected critical links. In addition to downtown development, it also concentrated on revitalizing the deteriorating inner-city neighborhoods. Cleveland Tomorrow, corporations, and foundations capitalized at \$50 million the Cleveland Development Partnership, a for-profit funding vehicle for real estate projects, including low- and moderate-income, single-family homes (in neighborhoods that had been the site of racial riots in 1968), housing renovations, warehouse conversions into upscale apartments, and commercial property. It also helped establish Neighborhood Progress, Inc., a nonprofit entity developing new and renovated affordable housing.

One of the city's problem areas that Cleveland Tomorrow repeatedly resisted entering during its first 15 years was the public school system. A founding member of Cleveland Tomorrow recalled, "We wrestled with the public education problem and said this isn't something we can afford to get involved with because it was a terrible can of worms." Although of vital importance, its solution did not have clear beginnings and endings as did the infrastructure projects. Cleveland Tomorrow, especially in its early years, needed accomplishments and clear successes. In 1995, the deterioration of the public schools got so bad that

the courts put the Cleveland system into receivership and handed control over to the state. In 1996, Cleveland Tomorrow committed itself to helping turn around the school system. A quality educational system was essential to producing a competent work force and to keeping families in the city. Thus, it was consistent with Cleveland Tomorrow's economic development focus. The complexity and structural nature of the problem, however, implied a longer time frame and less clarity on the appropriate courses of action than previous projects. As one Cleveland Tomorrow leader put it, "This is a qualitatively different engagement and we are less confident about the outcome, but we know we have to do it and that it will be a long-term engagement." The action agenda is also shaped by community pressures. The city's tax abatements to corporations that helped enable most of the major downtown development projects were seen by many as draining tax revenues away from the schools, so that growing expectations of compensatory assistance from the business community also created pressure to move school reform onto the agenda.

In a sense, tackling the education problem reveals an evolving incremental strategy of taking on ever-more complex and difficult problem areas. Focus and selectivity remain as principles, but the undertakings are of increasing degrees of difficulty. Success breeds confidence and Cleveland Tomorrow keeps raising the bar.

## **Implementation Approaches**

Cleveland Tomorrow had many possible approaches to carrying out its strategy. One of the founders described the chosen path: "Cleveland Tomorrow sees itself as a catalyst, a facilitator, and a definer of issues, but not as a deliverer of service."

### ***Catalyst***

Cleveland Tomorrow was an instigator and enabler of action rather than an operating organization. As its original founding document stated, the organization "would not become directly involved in program management, nor would it duplicate the roles and responsibilities of existing organizations. Rather, it would serve as a catalyst and long-range planner, and through such efforts would assist [other] entities." David Hoag, Chairman and CEO of LTV Steel and 1996 Chairman of Cleveland Tomorrow, explained, "We never solve a problem ourselves. We support, we convene, we initiate. But we are not the out-front group. We start a group and fund it for a period of time, and when they are moderately successful, they fly on their own." This meant that Cleveland Tomorrow worked in partnership with other nonprofits and for-profit organizations as well as the government. To demonstrate its seriousness and to offset some of the normal risk-averse behavior of public officials, Cleveland Tomorrow often was prepared to write the first check for a proposed undertaking. For example, Cleveland Tomorrow companies provided a \$20 million up-front investment



for the Gateway sports complex to demonstrate private sector backing and help attract other private and public money. The catalytic role was aimed to mobilize others' capital by leveraging Cleveland Tomorrow's money, contacts, and influence.

This strategic decision to be a creator of institutions and catalyst for initiatives rather than an operator of programs allows Cleveland Tomorrow to leverage and recycle its resources. It is an action-oriented, incubator function. Primus Capital exemplifies this according to Cleveland Tomorrow Executive Director Joe Roman, "Primus has achieved every marker that venture capital funds are supposed to, it has proved you can make money in the Midwest, and it has attracted other venture capitalists. And, Cleveland Tomorrow has to do absolutely nothing to help it now. It is completely independent of us. That, to me, is the ultimate success story." Richard Shatten, Cleveland Tomorrow's second executive director, pointed out the human resource impact of creating separate institutions: "To get the venture capital fund off the ground, we decided to bring a venture capitalist on board. Well, if we had hired that person to work for me, we wouldn't have been able to pay him what he needed. But, by setting it up so that he worked next to me, we could meet his salary needs. We were able to bring the entire human resource system up several levels in this way."

### *Continuing Linkages*

Although the goal of Cleveland Tomorrow is to create independent, self-sustaining operating entities that will deliver the necessary services, Cleveland Tomorrow usually assists the new organization during its start-up years until it is functioning well and has reasonable financial stability. While the funding link disappears over time, Cleveland Tomorrow remains involved with its offspring through the presence on their boards of directors of Cleveland Tomorrow members. Thus, there is on-going support and oversight through the governance function.

These interlocking board relationships among Cleveland Tomorrow spin-offs and even among other civic organizations on which the CEOs sit have created a "knowledge web." The CEOs are knowledgeable about the capabilities and needs of different organizations throughout the community, which facilitates lateral learning and coordinated and complementary actions through a relationship network.

### *Public-Private Partnership*

Cities can't be rescued without business, but business can't do it alone. Business, government, and civic organizations must join together to bring about effective community-building. The multi-dimensional complexity of urban problems and development are too great, varied, and intersectoral to be handled by only one group. Resources and commitment must be mobilized from all fronts so that the synergies available from combining the comparative institutional competencies can be captured. Joe Roman, Cleveland Tomorrow's current

Executive Director, commented: "Cleveland Tomorrow is made up of a bunch of CEOs who cannot get anything done by themselves. This is a town that no longer has one or two companies that are so dominant that a single businessperson can wave his or her wand and cause something to happen. To be effective, they have to build consensus." Robert Gillespie, Chairman and CEO of KeyCorp, echoed the assertion: "We think that public-private partnership is the answer. I don't know of any of my peers who think any of this could have been done by the business community alone. If you don't have that kind of partnership, you shouldn't bother trying, because it simply can't be done."

Public officials also recognized the collaboration imperative. Jay Westbrook, current City Council President, pointed out how the public sector leaders learned to build partnerships across sectors: "We've seen a huge escalation in the demands on and expectations of the office. Most of us realize that very little of what we can do lies in legislation. There are very few laws that you can pass at a municipal level to hold families together, get people jobs, or maintain a quality of life in the neighborhoods. That has really compelled us to develop alliances and build bridges with other organizations."

Collaboration is not easy. Creating and operating alliances are complicated tasks. Cross-sectoral collaboration is even more difficult, as has been pointed out in the considerable scholarly research. The recognition of interdependence, as expressed by the Cleveland leaders, has been identified by researchers as a critical starting point.<sup>6</sup> There are many barriers: suspicion, historical antagonism, stereotyping, relationship risk-averseness, and time requirements. Cleveland has developed an effective Public-Private Partnership (PPP). Effectiveness in cross-sectoral alliances in Cleveland required work on five "intangibles:" respect creation, trust development, communication complexities, decision-making dynamics, and relationship-building—elements also cited as important in other collaboration settings.<sup>7</sup>

### *Respect Creation*

The first essential ingredient is mutual respect among the business people, the public officials, and the nonprofits' personnel. This requires attitudinal adjustment, eradicating stereotypes, and the capacity to empathize. For example, Richard Shatten, Cleveland Tomorrow's second executive director, described his attitudinal evolution: "My original mind-set was that local government is inherently weak, or if not weak, weakly staffed and something to be dealt with in tax planning and minimized. It was never to be respected as a legitimate partner for good in the world. [But] my chairman had said consistently, 'You must work with,' so I consciously changed my style. I worked with government officials and learned that there was plenty to respect in those people." Respect requires the capacity to develop an understanding of the other's perspective and empathy for their situation.

Herb Strawbridge, the former CEO of one of the major department stores, commented on the similar effect of the interaction of business and nonprofit

people as they began communicating and working together: "The businesspeople had always thought of the nonprofit people as those who couldn't get a job in business. All of a sudden, they find that they are really bright and extremely capable. And the nonprofit people, who have always thought that those businessmen must be robbing everybody to death, who all of a sudden say, 'This guy isn't that bad at all.'" Stereotypes are eradicated and new relationships fused.

### *Trust Development*

Respect is a necessary but insufficient step in building an effective PPP. Trust is developed among the partners over time through concrete deeds and tangible activities rather than just words. Two examples illustrate this well.

In 1979, when George Voinovitch (then the state's Lieutenant Governor) agreed to the request from the Cleveland Tomorrow founders to run for mayor, he elicited a promise from the business leaders that they would help him revamp city administration. After his election, he called in this chit. The business community responded by raising about \$1-million for the mayor's Operations Improvement Task Force and providing over a hundred loaned executives to work with public sector counterparts on everything from purchasing to vehicle maintenance to information systems. Their recommendations modernized city administration and saved over \$40 million annually. This initial practical act of collaboration launched the construction of a productive partnership for the common good during Mayor Voinovitch's ensuing three terms. Voinovitch, now governor of Ohio, explained his basic approach: "My philosophy of government is that you empower people to help themselves. Everyone understood that they were participants. Everyone was at the table trying to solve the city's problems."<sup>8</sup>

In 1989, Michael White, an African American Democrat, was elected mayor without the support of any major business group. With this change in political leadership, the continuity of the PPP was uncertain. Mayor White stepped forward early to demonstrate his support of the business community by taking the politically risky move of backing a tax levy to fund the development of a downtown sports complex. When the mayor later launched a neighborhood revitalization initiative, the banks and business community responded by committing to invest \$1.8 billion. The resultant below market mortgage interest rates, combined with the city's selling razed lots to new homeowners for \$100 and giving them property tax abatements, created a process, in the words of Mayor White, of "literally reknitting the fabric of inner-city communities one house at a time."<sup>9</sup> Acts of real reciprocity foster trust development.

### *Communication Complexities*

Good communication is essential to developing a good working relationship, but this is complicated in the PPP world because there are "foreign languages," different audiences, and multiple channels. Understanding and navigating these waters are essential tasks. There must be ready access and frequent interaction. The communication channels need to be open and used. Silence



breeds suspicion and misunderstanding. Communication must involve interchange rather than dictates or pleas. Mayor Voinovich had regular, breakfast meetings with the business leaders, but informal channels are often more important than formal ones. For example, one Cleveland businessperson recounted that a city councilor informed him that in a forthcoming press conference he was going to attack vigorously the business community on a particular issue because that was politically necessary, but not to worry because he was quite willing to work out an amenable solution later. On-camera stances do not preclude off-camera negotiations. Also facilitating cross-sector communication between the business community and the civic organizations was the fact that many business people were members of nonprofit boards. This networking created important communication conduits.

The business, civic, and city government leaders have been quite effective in joining together to communicate their city's case for state and federal funding of most of their major infrastructural projects. Competition among cities for these funds is intense, and Cleveland's relatively high success rate in obtaining such public financing is another manifestation of the effectiveness of their public-private coalition. The lobbying power of Cleveland Tomorrow's CEOs has been instrumental in this.

### *Decision-Making Dynamics*

The decision process in leadership coalitions is challenging. Robert Gillespie, Chairman and CEO of Keycorp, described the difficulty: "One problem when you put together a leadership coalition of people who run *Fortune 500* companies and people who have been elected to important political offices is their tendency to think they all know the right answer. Getting high-profile people to join up without necessarily being in charge is something of a trick." Furthermore, the way that decisions are taken in the PPP often are quite different than in the business setting, and this can be quite frustrating for a business leader unless one is prepared for it. The differences encompass:

- *inclusiveness*—many more actors have to be included in the process to ensure buy in and avoid political whiplash from groups feeling excluded;
- *distinctive styles*—politicians and nonprofit leaders may approach decision making quite differently than business people, often seeking longer and broader discussion that takes more time than is customary for a business person;
- *mediating consensus*—there is not a clear decision-maker hierarchy that would permit unilateral decisions, so consensus must be derived through a give and take process, which is time-consuming and emotionally demanding;
- *creative tension*—while the differences among the partners complicates the process, it also holds the potential to produce superior decisions by

capturing different perspectives and generating creative solutions that would not have arisen otherwise;

- *shared power and credit*—collective ownership requires spreading the authority and the praise among the decision makers (for example, George Voinovitch's ability to do this with George Forbes, the former City Council President, created a powerful alliance rather than competition for power).

### *Relationship-Building*

One of the barriers to community engagement by busy executives is the perceived and real time requirement. It is natural to see these dealings with other community officials as "transaction costs," which in the business world we generally try to avoid or minimize. For PPP development it is preferable to use a different business analogy. The PPP should be viewed as a relationship business and the time put into interacting with the other actors should be seen as "investments" in developing the personal and professional ties that enable an effective partnership. Relationships are a primary asset in a community's social capital and central to effective management of the other intangibles.

## **Institutionalizing the Community-Building Process**

Bursts of civic enthusiasm occur in most cities, often spearheaded by business leaders, and these may result in a successful project. Too often, however, they fade away and fail to trigger an on-going community-building process. There is no take-off, no sustainability. So the final question business and other community leaders face is: How can they institutionalize the community-building process?

Institutionalization occurs through the emergence of new community norms and behavior. Cleveland Tomorrow and the community more generally has created the common expectation that all CEOs and other community leaders will be significantly engaged in community service; it is part of the leadership ethic. This is fueled by pride in and commitment to the betterment of their community. For example, being selected to participate in "Leadership Cleveland" is a coveted honor. In one sense it is part of the community's rites of passage into the top leadership echelons. The expectation is that leaders will serve. Peer pressure reinforces these norms. Newcomers to the community are quickly recruited and oriented into the local service culture. The price of acceptance is participation.

Another norm is collaboration: people and organizations are expected to work together within and across sectors. The public-private partnership is the operative form of choice. Cooperation rather than conflict is deemed to be the superior route to resolution of differences. All is not harmonious. Battles occur, but the norm is to find ways to work together to solve the problems. A new executive director of one nonprofit commented on the power of the norm: "My natural inclination was turf. I was going to beat this organization and undermine

that one, but within a year I was also part of the changing culture in the community. I started mouthing that behavior, and when people started acting with turf lines, we intervened because it was not allowed. Within the private sector, before we even get to government, just our own club, we were not allowed to fight." Constructive interaction replaced adversarial relationships.

In the political arena, Cleveland has passed the continuity and collaboration tests. George Voinovich was the republican mayor for ten years, and the 1989 transition to the democratic Mayor White was a delicate transition point. The demonstrated effectiveness of the public-private partnership perhaps prompted White to look beyond this lack of support and foster continued collaboration. He recounted that moment: "I was a long-shot to win the mayoral election. The day after I won, I called the head of the Greater Cleveland Growth Association and said, 'I know you didn't support me, and I know that not one major business-person in this city supported me. But you're the only head of the chamber of commerce that I'm going to get, and I'm the only mayor you're going to get for four years, so we'd better find a way to work together.'" They did, the partnership continued, and Mayor White was reelected in 1993 with an unprecedented 86% of the vote.

There is no doubt that without strong and enlightened leadership from the business, political, and civic sectors, communities will not progress. Therein also lies one of the fragility factors in the change process. It can become so dependent on a small number of individuals that their disappearance deflates the wheel of progress. To confront this problem, the community created Leadership Cleveland. About 60 upcoming community leaders from all the sectors are carefully selected annually to participate in a year-long enrichment program aimed at deepening their understanding of and commitment to critical issues facing the city and region. This educational experience increases their capabilities for effective community service and creates a new network of cross-sectoral professional relationships and personal friendships, thereby reinforcing the PPP. Margot Copeland, the current executive director of Leadership Cleveland, highlighted the centrality of these leadership efforts: "The story of Cleveland's turnaround is clearly not the Rock and Roll Hall of Fame or Jacobs Field. The story is how we cultivate the ground for leaders from different points of view to sit down and talk together, listen to each other, share information, and then agree on a common purpose."

The sheer magnitude of the problems confronting cities can be depressingly overwhelming and create a sense of futility. To counter this, one must recognize that community-building is a long journey. Your horizons must be distant, but it is important to acknowledge progress and celebrate small victories along the way. Such recognition builds confidence in a community's capacity to shape its future and determine its destiny. In Cleveland, each new accomplishment expanded the community's self-belief and moved their aspiration frontiers outward. Projects of the magnitude of the Gateway sports complex would have been unthinkable ten years earlier, but its realization made the costly and



complex task of fighting to keep its football team franchise and developing a new football stadium appear quite feasible. What has emerged is an indomitable "Can-Do" attitude. The community is now even tackling the tenacious and seemingly unsolvable problems of the city's public education system, the *bête noir* of almost all major cities. In 1996, Cleveland voters approved—for the first time since 1983—a tax levy to support the public schools. Such a positivist perspective is a prerequisite to constructive change.

A final key attitude relates to the culture's perspective on the future. A community cannot institutionalize a rebuilding process unless it is continually willing to confront the next layer of challenges. Success breeds complacency, which leads to stagnation. As Mayor White put it, "We can't just read our own good press and rest on our laurels. Our work will not be complete until every citizen of Cleveland can be assured of a safe neighborhood . . . a secure future . . . a solid education . . . a well-paying job . . . and access to quality health care. Our community has come a mighty long way, but we still have a long way to go." Future progress requires the capacity to look realistically at past progress. Morton Mandel demonstrated this: "Cleveland still has very serious problems: shrinking tax base, race relations. We have all the problems of urban America. We have very substantial social dysfunction . . . Cleveland is not Disneyland . . . Cleveland is not a happy state where everything is great."

Robert Gillespie of Keycorp put the risk and challenge this way: "I think the great danger in all institutions is that one functions in cycles, that there is a growth phase . . . a plateauing phase . . . and the inevitable decline [which] is always present when you are comfortable with a plateau. So the need . . . is to never relax, to never let off, to never take more than an evening to celebrate the achievement before you're planning the next morning's meeting. So much needs to be done that the risk is when things go well, you think you can sit back, relax, and declare victory. All you can do is recognize that something's been achieved, and a great deal needs to be achieved. So my admonition is to never . . . rest on someone else's laurels. The job is big enough to keep the same level of intensity for as long into the future as any of us can see."

Forward momentum is propelled by vision. In December 1996, Cleveland's political, business, and community leaders began a process of updating the city's 1991 Civic Vision 2000 master plan and extending it into the next century. This study is funded by the Cleveland and Gund foundations, Cleveland Tomorrow, and the Greater Cleveland Growth Association, with several other public, civic, and corporate organizations donating staff to the project and working closely with the Mayor's office. The highly participatory process involves carefully reviewing what has become an overload of projects and selecting those with the greatest developmental leverage. Creating focus and making trade-offs are critical leadership tasks. How the visioning process has been carried out has been as important as its content. As one leader observed, "Every prior master plan was brilliant but never implemented because it was never owned."

An important companion to vision creation is accountability acceptance: saying what you are going to do and accepting the responsibility for accomplishing it. Perhaps a manifestation of this element of the Cleveland culture is the existence of a prominently displayed downtown electronic billboard flashing the city's mission statement and commitment to the people for its attainment: "We are committed to improving the quality of life in the city of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play, and grow old."

Meeting the future challenges facing cities will require continued acts of leadership, a willingness to engage in order to make a difference. That requires a special vision of business people's roles, which involves, in the words of Morton Mandel (one of the founders of Cleveland Tomorrow), "the notion that part of their responsibility as a citizen and as a leader is to mix it up in the community, and seek to find ways to make their community a better place to live and raise their families. And that it's an obligation and a responsibility of living in a free society. It's not an option. It's a requirement."

Business leaders can and do make a difference in building communities. The pressing problems confronting our cities call for concerted and new leadership efforts. The Cleveland turnaround is a meaningful example of what can be accomplished. Every city is unique but there are commonalities that are applicable. For business people to fulfill their full potential as societal leaders they must assume the mantle of Community Change Agents.

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## **APPENDIX**

### **Cleveland Turnaround Progress Indicators**

*Downtown Development*—Between 1990 and 1994, there were 59 million square feet of new construction valued at \$9.2 billion in greater Cleveland, with a third of that downtown, giving it the 10th highest construction rate among the nation's 52 main cities.<sup>10</sup> The construction includes two glass-topped malls with 160 specialty shops and restaurants, helping reverse the decline in retail sales; new hotels increasing downtown capacity to 2,500 rooms; new office towers, including the tallest building between New York and Chicago; a new science museum with the world's largest Omnimax projection system; a renovated theater district, creating the nation's third-largest performing arts center; the \$450 million Gateway sports complex with Jacobs Field for Cleveland's pennant-winning baseball team and the multipurpose Gund Arena; and a \$2.7 billion investment between 1987 and 1996 in public roads and bridges, transit, water, and sewer infrastructure. The physical face and vitality of Cleveland's downtown have been recreated.

*Neighborhood Revitalization*—Cleveland mobilized another \$1.2 billion for investment in city neighborhoods, believed to be a national record. Progress is

being made on reaching the goal of 10,000 new housing units in the city by 2000. Its central city housing is now among the least overcrowded in the country and its public housing is being radically and innovatively restructured. Several new apartment complexes have been developed downtown, some in renovated historic buildings in the warehouse district and others near the bustling Flats riverfront entertainment district. In the Hough area, sight of raging riots in the 1960s, abandoned houses have been razed and replaced by large, custom-built homes that are attracting professionals back into the inner-city neighborhoods. Five neighborhood shopping centers have been developed.

*Economic Rejuvenation*—Manufacturing jobs have stabilized at around 20% of all employment, near the U.S. average, with Cleveland gaining share of U.S. manufacturing in electronic components, medical instruments and supplies, plastics, and industrial machinery among others. The Cleveland metropolitan area exported in 1994 \$4.1 billion in commodities and manufactured products, accounting for over 20% of the state's exports and employing 72,000 Cleveland area workers.<sup>11</sup> Unemployment rates have been reduced 45%. The population exodus from the city has subsided. Similarly, the exit of *Fortune 500* company headquarters has been reversed, increasing 50% since 1986. New business formation in the county tripled between 1991 and 1994, reaching the highest level in 25 years. Cleveland was designated in 1994 as one of the country's eight Economic Empowerment Zones. Seven new industrial parks are under development creating new jobs and bringing companies back into the city from the suburbs.

*Quality of Life*—Crime was down 16% since 1990 and among the lowest of major cities. Cleveland's air quality improved by 57% between 1991 and 1995 and was judged by the EPA to be better than most other large urban areas. Cost of living, particularly for housing, is significantly lower than other major cities. Its arts and cultural institutions are deemed world class. Airline passenger volume has doubled since 1970, reaching one billion per year.<sup>12</sup> The city is becoming a tourist destination, with visitors increasing 24% between 1993 and 1995 and generating a \$3.9 billion impact in 1996.<sup>13</sup> The Rock and Roll Hall of Fame opened on the shore of Lake Erie in 1995 and received 1.4 million visitors, 62% from outside of Cleveland and 12% from abroad.<sup>14</sup> The Flats waterfront entertainment area has become the second biggest tourist attraction in the state, generating over \$100 million in revenues.<sup>15</sup> From being a place to escape from, Cleveland is now ranked as the 14th best place to live in out of 343 metropolitan areas in North America according to Places Rated Almanac.

*Image*—In the 1970s, Cleveland's image in the eyes of the rest of the nation was clearly negative. In the nightly national news stories mentioning Cleveland during 1977-79, there were 121 pointing out negative aspects (fiscal crisis, economic decline, political turmoil, social unrest, crime, educational strife and deterioration) and only 8 highlighting positive elements. In contrast, the news stories in 1994 and 1995 were overwhelmingly (82%) positive.<sup>16</sup> The "mistake on the lake" had become the "comeback city."



## Notes

1. Our research involved individual interviews and group discussions with over 150 business, government, and civic leaders and archival review of primary and secondary sources over the 1995-98 period.
2. Unless otherwise indicated, the statistics cited in the text are drawn from "The Cleveland Turnaround" Case Series, Harvard Business School, cases #9-796-151 through 154, 1996.
3. Moody's Investors Service, "Moody's Municipal and Governmental Manual," 1979, 1997.
4. All quotes used in the article, unless otherwise footnoted, are drawn from direct interviews by the author of Cleveland leaders
5. Annmarie L. Geddes, "Trailblazing Playhouse Square Cleans Up Its District," *Small Business News: Business Dateline*, Vol. 6, No. 8, Sec. 1, p. 20.
6. See, in particular, Barbara Gray's seminal work: *Collaborating: Finding Common Ground for Multiparty Problems* (San Francisco, CA: Jossey-Bass, 1989).
7. See Thomas G. Cummings, "Transorganizational Development," *Research in Organizational Behavior*, 6 (1984): 367-422; Barbara Gray and Donna J. Wood, "Collaborative Alliances: Moving from Practice to Theory," *Journal of Applied Behavioral Science*, 27/1 (March 1991): 3-22; Michelle Sinclair and Joseph Galaskiewicz, "Corporate-Nonprofit Partnerships: An Evolutionary Model of Partnership Organizations," *Administration & Society*, 21/1 (May 1989): 78-100; Sandra A. Waddock, "Catalytic Alliances for Social Problem-Solving," *Human Relations*, 48/8 (1995); Sandra A. Waddock, "Building Successful Social Partnerships," *Sloan Management Review*, 29/4 (Summer 1988): 17-23; Donna J. Wood and Barbara Gray, "Toward a Comprehensive Theory of Collaboration," *Journal of Applied Behavioral Science*, 27/2 (June 1991): 139-162; George E. Peterson and Dana R. Sundblad, "Corporations as Partners in Strengthening Urban Communities," The Conference Board, Report Number 1079-99-RR, 1994; Fritz W. Wagner, Timothy E. Joder, and Anthony J. Mumphrey, Jr., *Urban Revitalization* (Thousand Oaks, CA: Sage, 1995).
8. Presentation to The Urban Land Institute conference, Cleveland, April 1996.
9. Robyn Meredith, "Demand for Single-Family Homes Helps Fuel Inner-City Resurgence," *New York Times*, July 5, 1997.
10. The Greater Cleveland Growth Association Research Department, "Greater Cleveland Major Development Projects 1990-94." All data ranking Cleveland relative to other cities comes from "The State of the Nation's Cities" data base compiled by Rutgers University's Center for Urban Policy Research, primarily from U.S. Department of Commerce data sources.
11. Center for Regional Economic Issues, "REI's Summary Profile of the Northeast Ohio Economy," February 1997.
12. City of Cleveland, Department of Port Control.
13. "Travel and Tourism Economic Impact Study" by Marketvision, State of Ohio Department of Development, Division of Travel and Tourism, 1997.
14. Jon Pareles, "Hail! Hail! Vintage Rock: Cleveland, Tie-Dyed, As Woodstock Nation," *New York Times*, May 6, 1997.
15. Flats Oxbow Association, "Flats Profile," 1997.
16. Derived from Vanderbilt News Archives.

# Why is Downtown Revitalisation Important to Ontario's Broader Regional Economies?

*A Speech Prepared for the Spring 2000 Downtown Forum  
Novotel Hotel, North York, Ontario*

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**June 14, 2000**

Over the decades that I've been involved in planning, public and governmental interest in Ontario downtowns has waxed and waned – and renewal programs have come and gone – only one thing has been consistent, a steady decline. In most of our cities, downtowns are not in good shape. (Now that's a huge generalization that I'll come back to but it's more true than it's not).

So, at a time when the Ontario economy is going gangbusters, growing at a faster rate than ever, why should we be concerned about downtowns. If anything, the Province's remarkable financial success proves that we're just fine without them and all those tedious sepia photographs of how perfect things once were on Main Street back before the car was invented.

Despite all the municipal and, in another life, provincial, attention to downtowns, there hasn't been a great level of success in achieving the goals that most revitalisation efforts set for themselves. The state of the Ontario downtown varies greatly from place to place and down the size hierarchy of cities – there are I think a number of tiers of cities it's useful to consider when talking about downtowns, with the big city, Toronto, at the top; the big regional cities like Ottawa, Hamilton and London; the medium sized centres like Guelph, Waterloo, Cambridge and Windsor; and then the myriad towns like Collingwood, Peterborough and Parry Sound. These scale differences matter a lot in analysing both problems and opportunities.

Now I have no statistics – or even facts – other than having worked in all those places and a few more, but my distinct impression is that few are doing well. (To your undoubted relief I'm going to talk about places other than Toronto because Toronto, as in all things, is a place all unto itself).

The nature of decline of Ontario downtowns is well-known – loss of retail pre-eminence, inability to compete against 'big boxes', substantial vacancy, more substantial dollarstore-isation, large gaps in frontage, the departure of Eatons, tired merchandising, inadequate maintenance of both private and public realm and perceived personal safety



issues. These conditions have existed for years, but in many – let's say Hamilton and London at the upper tier, Kitchener and St Catharines at the next level and Peterborough or Parry Sound at the smaller scale, there is a worrying state of stagnation or worse. This despite years of well-intentioned revitalisation efforts – streetscaping, new City Halls and cultural facilities and active events programming.

The reasons for this are not complicated. The Province, at least that part attached to the metropolitan and automobile economy, is going through a period of unprecedented urban expansion with an associated explosion of suburban retail activity. Whatever prospect there might have been for downtown's maintaining their retail prominence has gone. The market reality is that the downtown is not the central retail place anymore. Furthermore, recent OMB decisions have effectively struck down using planning restrictions to preserve a downtown's prime position even were it possible in market terms.

Efforts to attract new housing downtown as the replacement and supplement to declining retail activity have similarly not been greatly successful, because the great tide of our cities has been to sprawl ever outwards. Except in Toronto, there just isn't enough market tension for downtowns to compete with the pleasures and prices of a large new house on a lot.

The fine attempts at new performing arts centres, city halls and museums have been similarly less productive of downtown activity than expected. Probably because expectations were too high, but also because Ontarians have exhibited in the main a disappointing lack of interest in things cultural - and city halls are, after all, just city halls.

So why would one think that any attempt to pick up the downtown Ontario banner should be any more successful now and why should senior levels of government show any interest in devoting scarce resources to their improvement? Assuming that nostalgia, shame and embarrassment are insufficient motivations.

Given the nature of our practice I travel a lot and work in cities across the US and Europe and I often think it's a lot like urban time travel. When you go to different places, you visit the future or the past. Some places are ahead of us and others behind. To visit the urban renaissance underway in many US or UK cities is to see what is in store for us. To visit the small towns of France or Spain is to see where we once were, as they are just beginning with social dislocation, big boxes and urban sprawl. In that time travel you can therefore see hints of the directions some of our urban centres will take, as well as reminders that we can never go back. Let me try and describe some of those trends relevant to our downtowns.

### **The New Economy**

The information economy is changing the very nature of the way in which we work. A substantial number of those new workers are becoming footloose, in the sense of not being required to have a geographically determined or fixed place of work. This workforce – not the majority, but an increasing number - can live where it pleases. Small-town Ontario ought to please it a lot, if it provides the right package.

### **The Aging Boomers**

The biggest cohort in the history of Ontario is now thinking of where to retire. Many want apartments close to where they've always lived. Many want to live in downtown Toronto. Many ought to want to live in the smaller cities of Ontario if they offered an environment the retirees could be proud of.

## **Lifestyle**

Excuse some macro speculation here, but there are some cultural and lifestyle trends that are relevant. There's an increasing importance of individuation at the personal level, the imperative to be in charge of one's life and live it as a unique expression of one's personality. (Sorry, but read the self-help books and you'll know what I mean). What it doesn't mean is living in some just-like-all-the-others box in no-name suburb. You can see the corollary in product marketing. Everything is differentiated. To buy a cup of coffee, or a box of pasta, is not a simple act any more, but an expression of who you really are. Again, if homogeneity and blandness are on the way out in every other area of life, can mass uniqueness in the housing location choice be far behind. Welcome to the downtown.

So what is interesting about these trends is that they would not seem to be so easily satisfiable in the now pervasive suburban geography of our cities, and that therefore they offer great opportunities for the Ontario downtown. Again if you time travel you can see the best smaller towns of Colorado, Washington, up-state New York and Vermont, of Wales or South-west England, beginning to thrive on this kind of mix. Arguably, places like Collingwood, Coburg and Kingston have already started here on this trend.

*What should a city do to take advantage?*

## **Image**

The presentation of a distinct and attractive sense of place is critical, so people can say with pride, that others can appreciate, where they live. Interesting stores, liveliness within limits, good things to do. Above all, beauty. I think beauty is going to be the most sought after item in the new millennium. In a very real way a lot of Ontario cities have to change sex – from that tough, asphalt, functional male world to something entirely softer and more pleasing to the eye. I've seen it happen, in working class Manchester and industrial Pittsburgh or inflammable Cleveland, to great effect. Some eye shadow on the eyesores.



### **Communications**

Nowhere can succeed if it isn't well connected to everywhere by broad band fibre optic and good mini-buses to Pearson Airport. Communications is everything.

### **Services**

These networkers and aging boomers need all kinds of support, which can be the basis of a thriving downtown economy. They need professional services for their computers and their dynamic businesses and medical services for their less than dynamic bodies, as well as good recreation and better food.

### **Environment**

The modern economy is the café economy. Aging boomers want to walk. Probably the single most important element of economic infrastructure a downtown can offer is a good street for such activities. Second will be a high quality natural environment, to cater to the converging values of the new economy, new agers and aging boomers on the importance of the well-tended natural world. We all know that bird watching is the most popular and fastest growing recreational activity and a statement of just how much importance this new world places on a visibly healthy environment. (Not that you really have to go to far. I spend happy hours watching the peregrine falcons and red tailed hawks hunt the pigeons who live in the crenellated turrets of the City-TV building outside my downtown window).

So any renewal plan should be structured around these themes – fibre-optic, birds, sports medicine, airport mini-buses, good sidewalk coffee, beauty and a radical sex-change. It also suggests that not all Ontario cities will benefit because they will be unable to offer that package; it's possible to be quite gloomy about the prospects for many of them.

A modern downtown renewal plan would also learn from experience elsewhere and use some of their techniques, and in this the Provincial and Federal Governments have to go through a life-cycle change (Thatcher and Reagan have been gone for over a decade) – TIF districts, property tax abatements, historic tax credits, accelerated depreciation as well as grants. We might also want to see some decent provincial planning policy on downtown renewal and sprawl containment. Nostalgia, shame and embarrassment have after all been sufficient reason for action elsewhere.

Why is this important for the Province's regional economy, to return to the original economy? Frankly, it probably hasn't been that crucial. The information economy has had the most suburban, non-downtown set of economic relations in the history of the city. But it will be in the future, because we are letting the important resource of our downtowns decline in much the manner of our caricature of the US city - this at the very time that the US is realising their importance. That not only be to contribute to the dullness of so much of Ontario's urban world, it would be an economic mistake.

*Joe Berridge, MCIP, RPP*

*Partner, Urban Strategies Inc.*





Building an Even Greater Cleveland

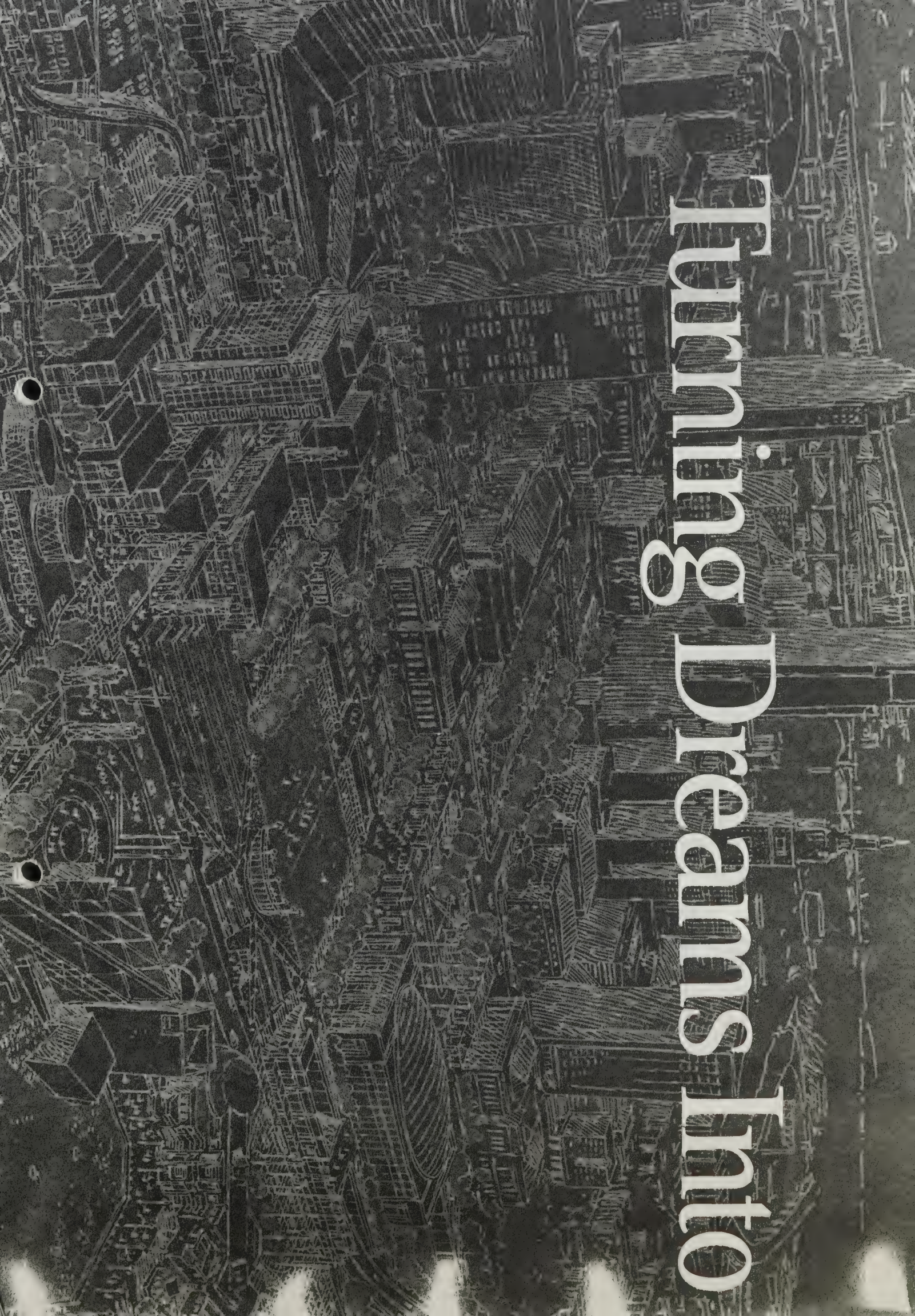
# Civic Vision 2000 and Beyond

Volume I: An Overview









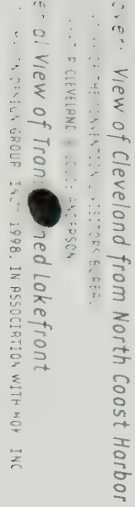
# Turning Dreams Into





From Public Square to Cleveland State University, Euclid Avenue is proudly restored to its original grandeur and importance — the equivalent of Chicago's Miracle Mile. In downtown Cleveland, people of all incomes safely walk 24 hours a day on friendly, tree-lined streets or use the upgraded transportation system that moves them easily and quickly from the grand theaters of Playhouse Square to the busy nightlife in the Flats and to the Lakeland and Gateway.

A dazzling new Convention Center, overlooking the Lakefront and connected to a convention-sized hotel, attracts hundreds of thousands of visitors each year. This increase in tourism-related employment is spreading its economic benefits to adjacent inner-city neighborhoods and indeed across the entire region.







Moreover, we have used this new Convention Center to create a multi-acre park that spans the old Shoreway and railroad tracks to permit direct and easy public access to our transformed Lakelandfront.

While this futuristic description of Cleveland — reflecting transformational change — is optimistic, it is my conviction that the essence of the plan can be accomplished.

I agreed to chair the Steering Committee of *Civic Vision 2000 and Beyond* because my belief is that Clevelanders are capable of continuing and, in fact, want to continue to build downtown into a showcase urban center — one that improves the quality of life for all Greater Clevelanders.

Mayor Michael R. White in late 1996 announced the formation of a special Steering Committee to study the continued development of downtown into the next millennium. He gave us a simple but daunting charge: determine how downtown can help make Cleveland a truly premier city — one that is economically vibrant, attractive and user-friendly and one that contributes to an improved quality of life for all in the region.

We worked deliberately and thoroughly to create our plan. Moving boldly and broadly, we encouraged paradigm changes and forced ourselves to think, as it is said, “outside the box.” That means that at the outset we allowed ourselves to dream that anything and everything is possible.

Scale back, we did, based on considerations of practicability and affordability. But we set high expectations, not allowing ourselves to fall short or permitting all of our dreams to dissipate. “Where are we now?” we asked ourselves. “Where do we want to be? How do we get there?”

Furthermore, we intended our plan to be relevant 20, 30, even 40 years into the 21st century. As we approached our work with long-term vision, however, we also sought results for near-term action. Indeed, there was much meaning in calling the task force *Civic Vision 2000 and Beyond*. Our work was not designed to have a finite conclusion.

From the outset, of course, we realized that not everything we wanted — or even proposed — would be readily possible, even with continued support from public/private partnerships that have worked so well to date to redevelop downtown. Thus, our recommendations are crafted as a blueprint that is dynamic; it can

and will change as the times change. Nevertheless, we are thoroughly convinced that conceptually and directionally our “vision” can become a reality. We can and should make it happen.

As we studied the needs of downtown, certain obvious concerns and requirements emerged. Foremost is the importance of continued development of one of our most precious resources — the downtown Lakelandfront. Others include retail commerce, residential living, entertainment, culture, education, recreation, tourism, transportation, business, government and, of course, safety.

In short, we not only reflected on downtown’s economic vitality, but also on its impact on the quality of life for all within the region and, particularly, those living in adjacent neighborhoods. People, we agreed, are key in terms of transforming downtown into what we all want: an economically vibrant, alluring and safe community.



Utilizing professionals in city planning, architecture, public art, mapping and graphics, we fashioned a plan that, these experts agree, embraces the elements common to successful American downtowns: thriving restaurant and entertainment areas, quality retailing, many housing options, excellent cultural and academic institutions, natural water attractions, superior visitor and sports facilities and spacious parks. These are tied together by inexpensive public transportation and supported by the public, private and civic sectors working together.

We also realized that downtown Cleveland has important inter-relationships with and mutual dependencies on nearby places, such as Ohio City, MidTown, Hopkins International Airport and University Circle, with its unique concentration of world-class institutions. As a consequence, the Steering Committee also sought to understand the synergy that can exist between and among downtown development and these important locations.

Starting out, we knew there would be different points of view as to what can and should be done. At the same time, we believed that there would exist a broad general consensus as to certain key building blocks for Civic

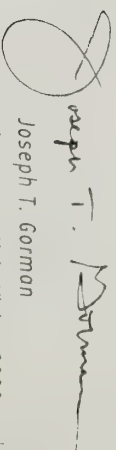
*Vision 2000 and Beyond.* As the planning process moved along, we distributed questionnaires, sought responses from our web page and held public meetings to give residents of our region the opportunity to discuss and debate the issues.

We sought input, we listened and it turns out that our hunch was correct — there is broad public support for certain changes to downtown. We have tried to be responsive to this support in our recommendations.

In pursuing our work, we stayed mindful of the global challenges that Cleveland and the region will face as worldwide economic barriers fall, international competition intensifies and rapid technological and cultural change becomes a constant.

Our Steering Committee understood these challenges from the start, and I thank the members for their countless hours of teamwork. We came from different backgrounds and reflected the diversity that makes Cleveland so strong. This diversity enriched our distinctive perspectives, awareness and conclusions.

Personally, it is a privilege for me to serve the Steering Committee and, more broadly, our community at large; and I know each of the 21 other members shares this same sense of privilege. Together, we are proud to offer a basic plan that can guide Cleveland's continued renaissance to a future that is bold, exciting and transforming, to a future that helps enable Cleveland truly to be "America's 21st Century City."



Joseph T. Gorman  
Chairman, *Civic Vision 2000 and Beyond*  
Chairman, *Cleveland Tomorrow*  
Chairman of the Board & CEO,  
TRW Inc.





## Building an Even Greater Cleveland

The report of *Civic Vision 2000 and Beyond* — *Building an Even Greater Cleveland* — is a comprehensive plan that will serve as a blueprint for transformational changes to downtown well into the 21st century. The purpose is simple: take major steps toward finishing the renaissance of recent years.

We can and should take much pride in our many accomplishments. But much remains to be done before we can claim victory; and unless we move forward with boldness and vigor on several major fronts, we run the strong possibility of a substantial backslide. We dare not chance that. Rather, we must vow together to press forward with the same level of resolve and aggressive optimism that have characterized our progress to date.

The Steering Committee pursued the research underlying this report with no preconceived notions or recommendations. Data and analysis led to common-sense initiatives which build on the first *Civic Vision* report of 1988. This report calls for spending upwards of \$2.7 billion in public and private funds over the next 10 years on five initiatives, all of major importance:

Dramatically change our Lakeland in terms of appeal, attractions, public accessibility and people-friendly activity, taking full advantage of one of our greatest assets.

Develop a new and competitive Downtown Convention Center, convention hotel and transportation infrastructure, thus ensuring a much higher and sustainable level of economic activity downtown and throughout Greater Cleveland.

Restore and beautify Euclid Avenue from Public Square to Cleveland State University (and ultimately beyond to University Circle) through mixed-use development, giving a significant boost to all of downtown, including adjacent areas, through housing, retail, entertainment and cultural institutions.

At least double downtown residents in 10 years to more than 21,000 through development of major clusters of new housing serving all income levels and supporting the market-driven infrastructure that will follow.











...and  
...friendly systems of "connectivity" through-  
out all of downtown. These systems would be open,  
park-like and green, serving pedestrians, bicyclists,  
automobiles, public rail and bus service, and include  
four transformational features:

- v. Create open, green, attractive walkways extending from Public Square to the Laketfront, crossing a pedestrian-friendly boulevard created from the present Shoreway and perhaps even utilizing a park that actually spans the existing railway and highway infrastructure.
- vi. Modify the Shoreway, railway systems and certain other existing parts of the transportation infrastructure in ways to achieve the desired connectivity.
- vii. Create the North Coast Transportation Center. This would be a multi-modal transportation center within the new Convention Center for car, bus and rail, all converging under one enclosed, climate-controlled space for the convenience of visitors and Greater Clevelanders alike.
- viii. Extend the existing RTA Waterfront Line — utilizing the multi-modal transportation center — through Playhouse Square and back to Public Square, forming a full loop that connects to all key downtown districts.

The Steering Committee respectfully but very strongly wishes to emphasize that all of these key initiatives are in many ways inextricably interconnected. They each

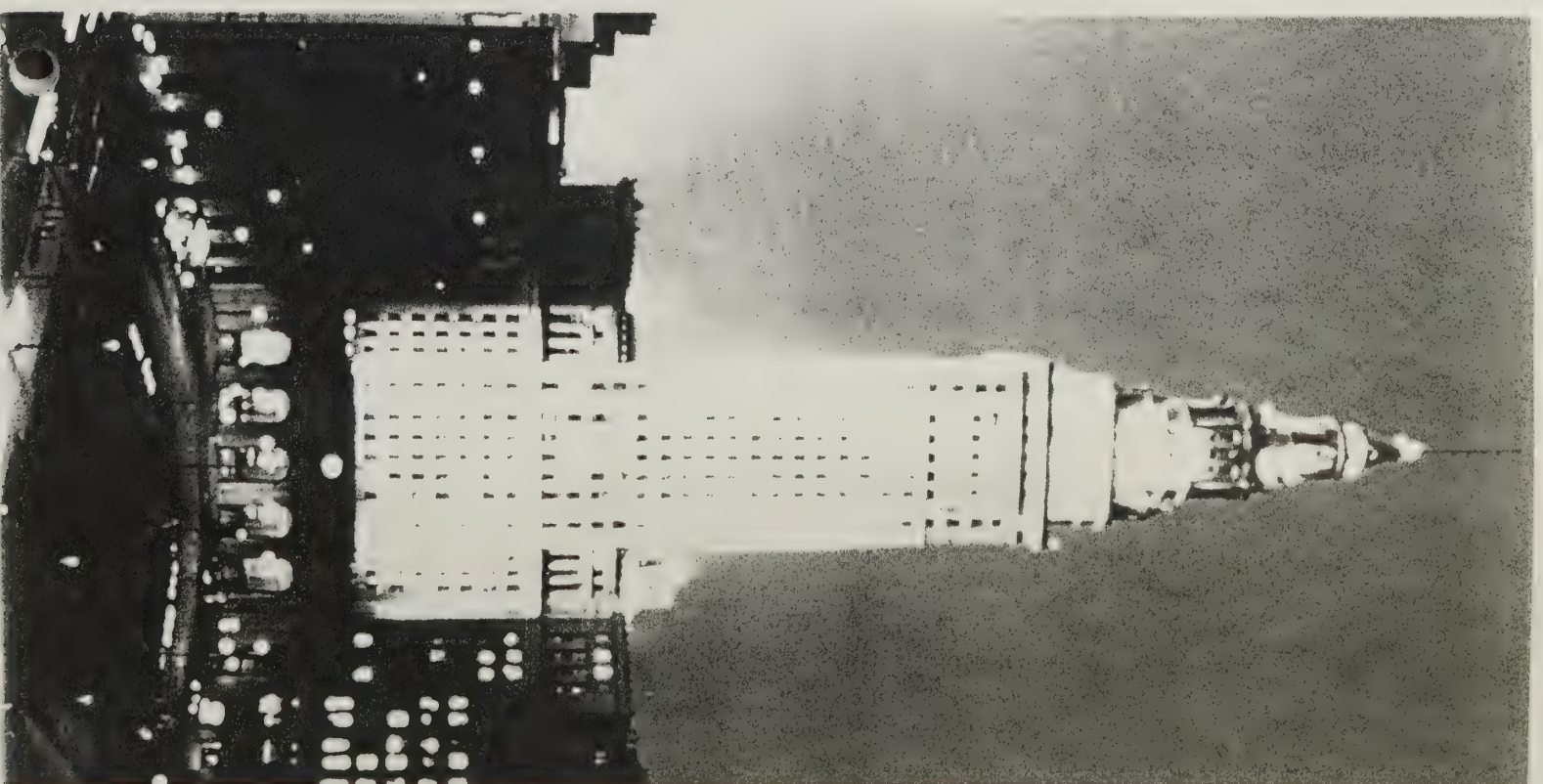
and all overlap; they give each other added life and robustness; they are synergistic — together they are greater than the sum of the parts. As such, the Steering Committee urges that all must move forward together, even if not always at the same pace.

As to practicability, costs, methods of funding and related matters of governance, the Steering Committee was not charged with making recommendations in these regards. Yet, the Steering Committee did cause enough study and analyses to be done to satisfy itself that conceptually and directionally its recommendations are both doable and affordable.

The Steering Committee was also mindful that much more work must take place before any specific recommendations on funding can be made. Toward that end, it is expected that upon completion and release of this report, one or more task forces will be formed to address both funding and implementation recommendations, together with any related governance issues.

Big and bold actions generally result from big and bold thinking. Major shifts are indeed possible in economic vitality, jobs, attractiveness and overall quality of life for all Greater Clevelanders. The Steering Committee members believe deeply that substantial fulfillment of the recommendations they endorse will help convert such shifts from dreams to reality.

More completely, the Steering Committee's background considerations and recommendations on each of the major initiatives follow. This report begins where our City came to life more than 200 years ago — our Laketfront.







## Making the Lakefront More Accessible and Attractive



View of North Coast Harbor from Voinovich Park

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Lake Erie is a blessing to our City, our crown jewel, but we have failed to take full advantage of this precious amenity. Thankfully, we are more aware today than ever of the delicate ecological balance of the Lake and the environmental and economic importance of preserving its natural beauty and cleanliness.

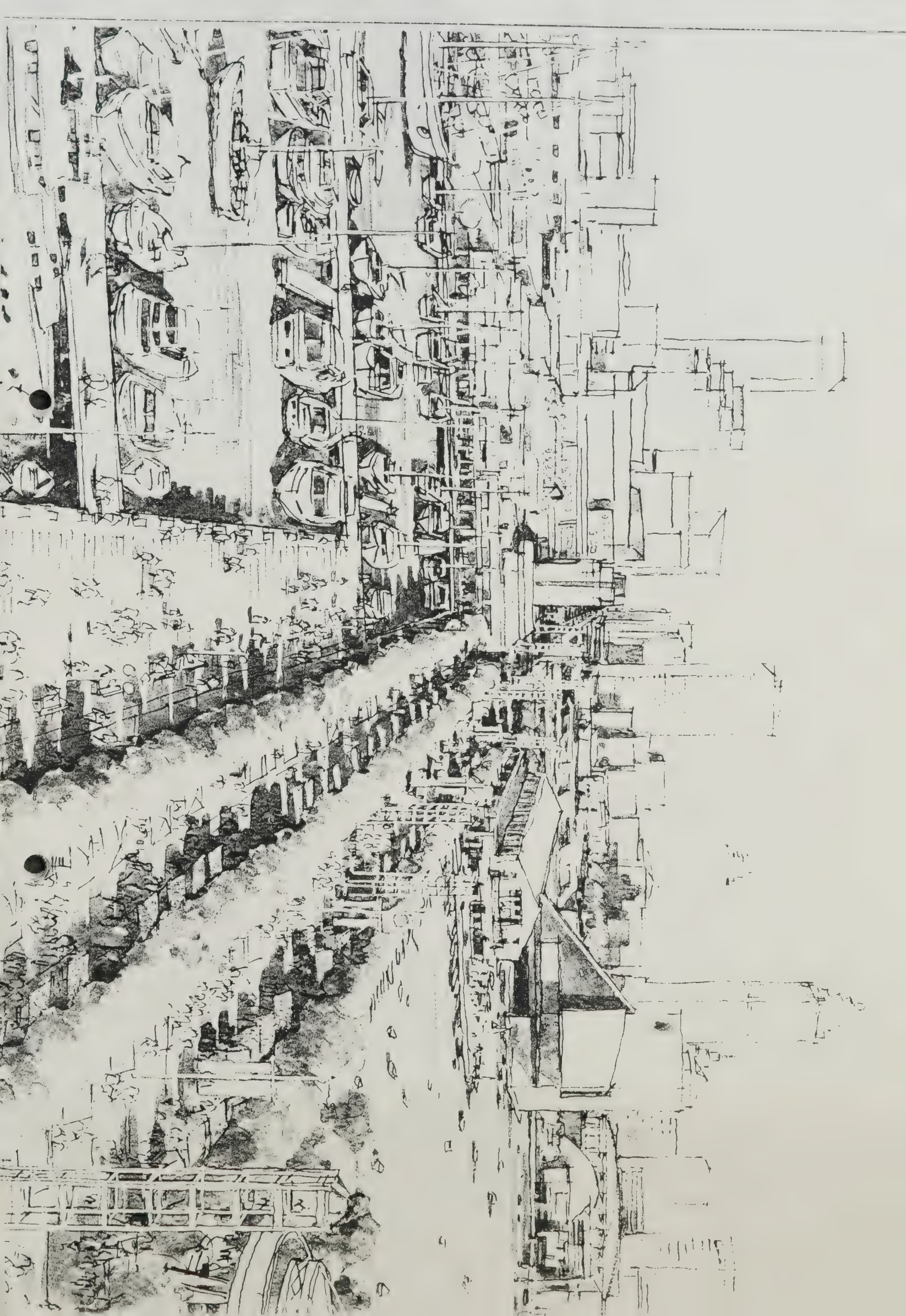
Likewise, as the Lake has become cleaner, our downtown Lakefront has experienced the beginnings of an extraordinary revitalization that has drawn international recognition and become one of our faces to the world. Here we have built the world-acclaimed Rock and Roll Hall of Fame and Museum and the widely popular Great Lakes Science Center.

Each year, more than a million people flock to the Lakefront at the bottom of East 9th Street to our North Coast Harbor. They visit museums and utilize the water amenities. When the new and exciting 72,000-seat Cleveland Browns Stadium opens in 1999, the number of visitors to the Lakefront will grow sharply.

Yet, as noteworthy as the Lakefront is, it could — and should — be so much more. The Steering Committee readily agrees that the Cleveland Lakefront must become a year-round destination in its own right. In fact, consultants to *Civic Vision 2000 and Beyond* often











reminded the Steering Committee that a common success factor in cities that have reversed their downtown decline is their ability to revitalize their natural waterfront amenities.

Although the Flats on the west edge of downtown, where the Cuyahoga River meets Lake Erie, has been reborn in recent years as a humming entertainment district, pedestrian access to the full downtown Lakeland is only about one mile. This contrasts, for example, with Chicago, where public access to the downtown Lake Michigan lakeland is more than 20 miles.

*Civic Vision 2000 and Beyond* proposes enhancing the Lakeland as a recreation and tourism draw with broad and compelling pedestrian appeal, while recognizing that shipping and international commerce are also vital to the economic well-being of the region.

In its Lakeland vision, the Steering Committee proposes: Tripling public access to the Lakeland to roughly two miles in the near term and further expanding it in the long term.

Connecting the Lakeland to the rest of downtown in the near term by an 11-acre public park atop the new Downtown Convention Center. In the longer term, continuing to add even more downtown green space, bicycle paths and walkways.

Adding numerous people-oriented attractions, including a terminal for a ferry to Canada and cruise ships. The plan also anticipates a private, indoor

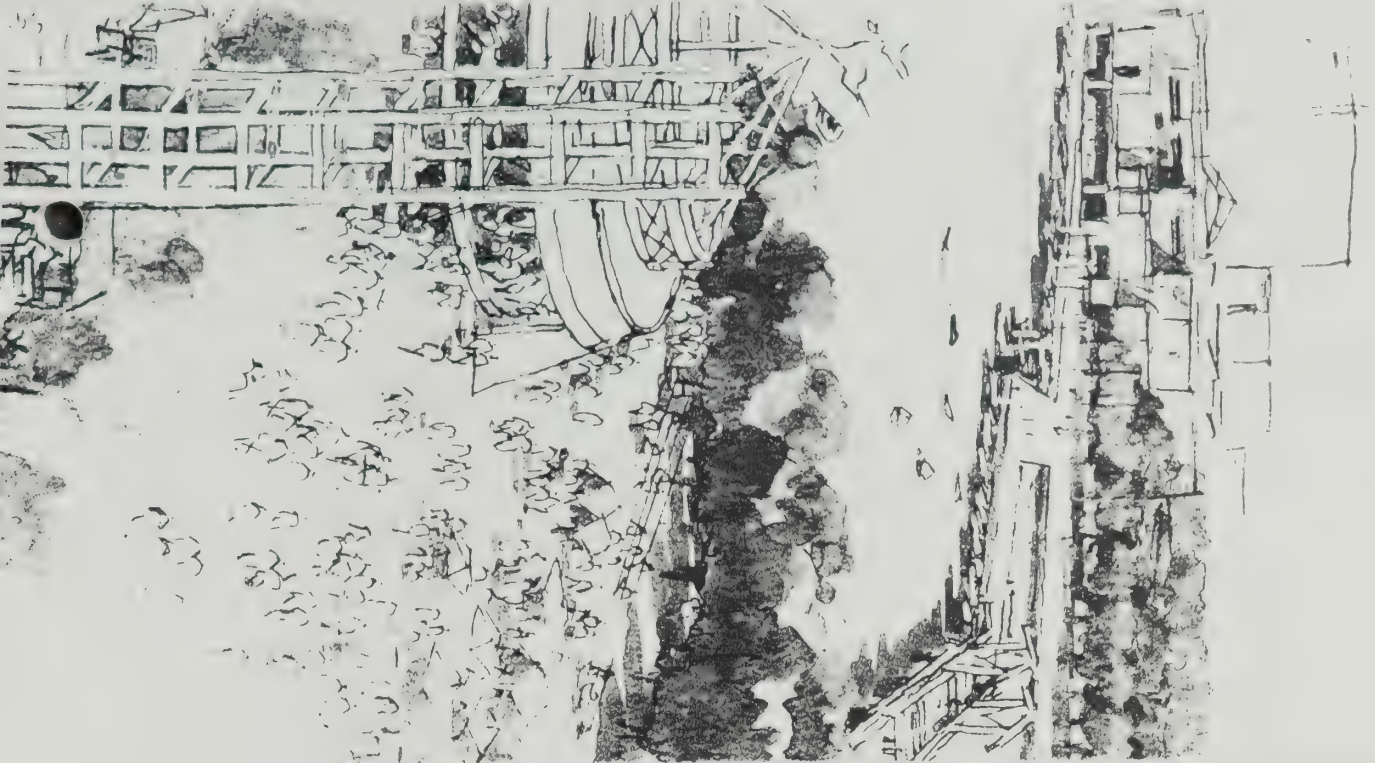
sports complex at waterside for tennis, ice-skating, bathing cages, swimming and other similar activities. This would be at the site of the current Port Authority Dock 32 directly east of the new football stadium.

Connecting nearby public marina docks via a draw bridge to a completed outdoor amphitheater at Voinovich Park at the northern tip of the North Coast Harbor. Importantly, this would allow for a walking path around the inner harbor and offer space for family-oriented concerts and other activities.

Erecting at least three major new attractions with potential to double the number of Lakeland visitors. Recommended are the Crawford Museum of Transportation and Industry and a privately operated aquarium. Cleveland Tomorrow already has purchased the former Euclid Beach Carousel, a popular attraction for generations of Greater Clevelanders. It will reopen at Voinovich Park. Other rides and attractions also should be contemplated.

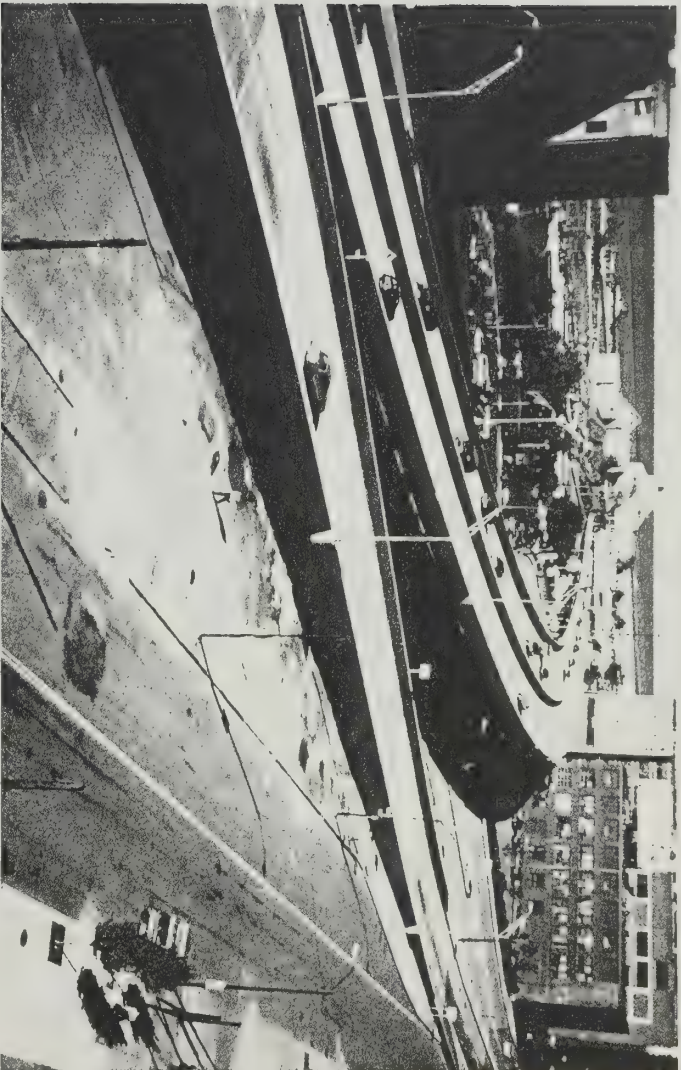
Developing restaurants overlooking the water at Rotary Plaza on the land north of the Rock and Roll Hall of Fame and Museum and adding 200,000 square feet of retail space at the Lakeland to stimulate further visitor interest.

Relocating the William G. Mather Steamship Museum to a new site. This will preserve the Mather as an important vestige of Cleveland history and allow it to operate as a maritime museum at a new location outside of the North Coast Harbor.









*Current View of Shoreway*  
 © THE COMMITTEE FOR PUBLIC ART

Modifying Erieside Drive, North Marginal Road and East 9th Street into a Lakelront road network that will facilitate pedestrian access and free up land for business development. Erieside and North Marginal would be joined, widened, moved slightly north and possibly renamed Harborside Drive.

Closing the two Shoreway ramps on the west side of East 9th Street, which would shift Shoreway traffic coming from and going to the West Side to enter and exit at West 3rd Street. The present entrance and exit endanger safe pedestrian access to the Lakelront. Thus, the change would make East 9th Street more pedestrian friendly.

Creating, in the long term, new commercial and office sites between East 9th Street and East 23rd Street along the altered Shoreway. Consequently, the southern edge of Burke Lakelront Airport would no longer be barricaded by freeway traffic. It would evolve into an appealing development parcel with outstanding views of Lake Erie, thus making downtown even more significant, meaningful and friendly.

Upgrading the Cleveland-Cuyahoga Port Authority facilities along the Lakelront, adding to employment directly or indirectly influenced by Port activities. It would entail expanding Port Authority storage capacity west of the Cuyahoga River. In turn, this would enable Dock 32 alongside the new football stadium to be developed for public attractions.

Working with federal authorities to move the facilities of the U.S. Army Corps of Engineers, along with the Naval Reserve. The Steering Committee also anticipates that the U.S. Coast Guard will move its Cleveland harbor station to the western point of Burke Airport, thereby freeing up this valuable property in years to come for retail and family-oriented attractions.









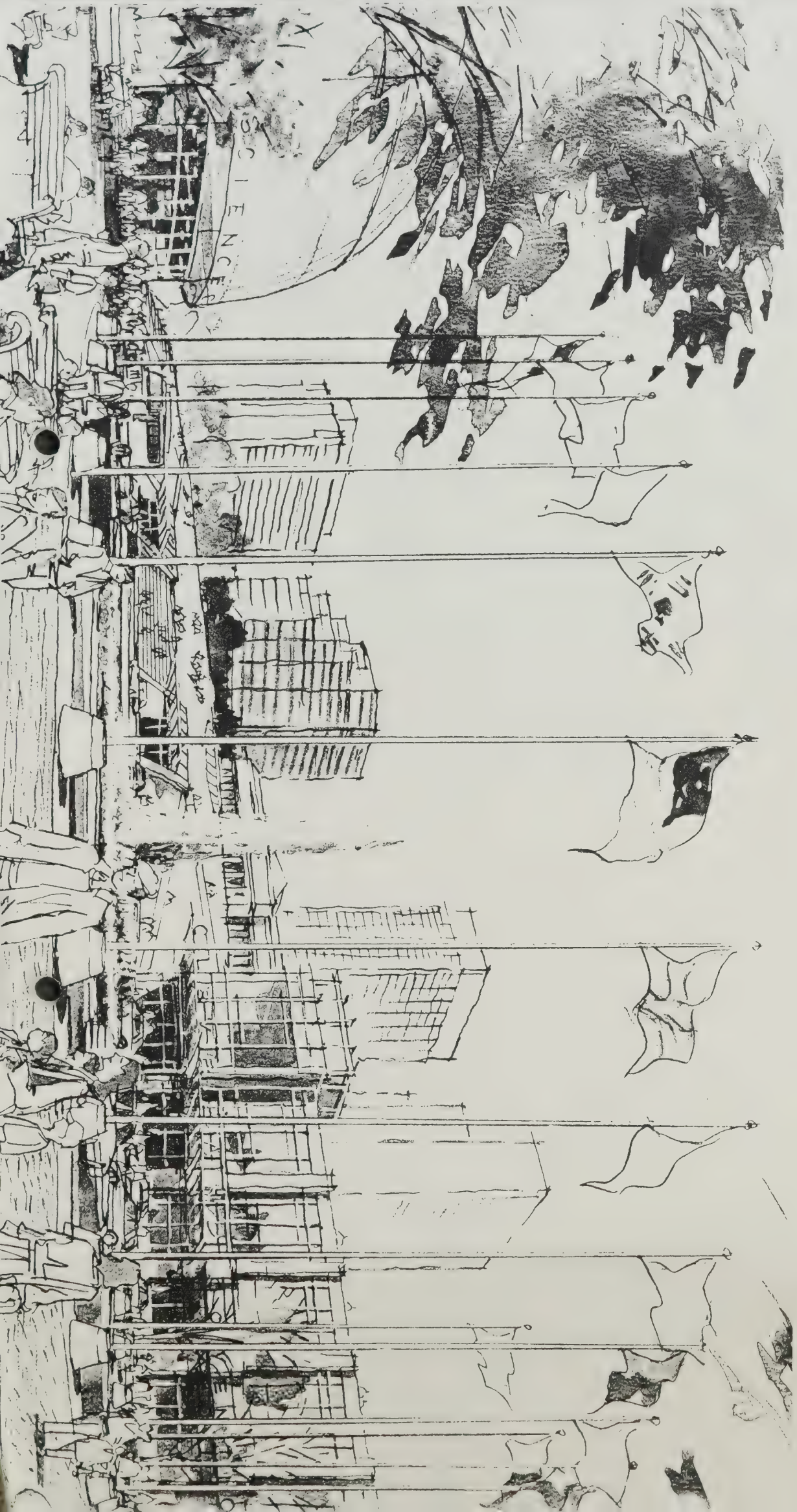
1. U.S. Coast Guard
2. Crawford Museum of Transportation and Industry
3. Commercial Development
4. Waterfront Line Extension

5. E. 9th Street Hotel/Retail Development
6. Aquarium/Harbor Village Retail
7. Retail at Rotary Plaza
8. Euclid Beach Carousel
9. Public Park
10. Convention Hotel (1&2)
11. Convention Center/North Coast Transportation Center
12. Waterside Sports Complex
13. Ferry Terminal





Developing a New Convention Center,  
Convention Hotel and Transit Center







More than 9 million people visit paid attractions in downtown Cleveland each year.

Unfortunately, Cleveland cannot take full advantage of this swelling opportunity — or effectively compete with other major convention sites — due to a substandard Downtown Convention Center and an inadequate number of convention-sized hotels, which relegate us to second-class status in our ability to attract major conventions.

A recent study by the Convention & Visitors Bureau points out that, beyond our lack of convention-sized hotels, event organizers shun the Cleveland Convention Center because exhibit space has too many columns, the ceilings are too low, dock access is limited and parking is insufficient.

To alleviate this sizable drawback, the Steering Committee strongly recommends:

Construction of a new, centrally located Downtown Convention Center with 300,000 to 350,000 square feet of exhibit space, 80,000 to 90,000 square feet of meeting rooms and a ballroom of 40,000 to 50,000 square feet. This would be somewhat larger and much more functional than the current convention center. Most important, it could lead to the creation of a significant number of new direct and indirect jobs.

Building a 600- to 800-room convention-sized hotel to accommodate the successful operation of a new Downtown Convention Center.

(conversion of the existing underground convention space for parking, accommodating upwards of 2,000 cars and building an additional 6000 spaces beneath the new Convention Center. This would increase parking in the immediate area to 10,000 spaces, a capability sorely needed in downtown Cleveland.

(construction of a North Coast Transportation Center within the Downtown Convention Center, as a point of convergence for bus, taxi, car and rail transportation, all within an enclosed, climate-controlled space for the convenience of visitors downtown residents and all Greater Clevelanders.

Opening a Cleveland Visitor Center along East 9th Street behind the Willard Park Garage, accessible to pedestrians and cars. The Visitor Center would serve as a one-stop source for information about Greater Cleveland's cultural and entertainment attractions, sports activities, accommodations and transportation.

The Sleeping Committees first choice for the new Downtown Convention Center site is north of Mall C between City Hall and the Lakeside Courthouse. As envisioned, the structure will have a ceremonial and grand welcoming entrance at the north end of the Mall that leads directly over the railroad tracks that are at the bottom of the Mall bluff.





The exhibit facilities on the lower level would bridge the Shoreway behind the Mall and extend eastward toward East 9th Street. Atop the exhibition hall would be meeting rooms and a ballroom with views of Lake Erie. Plans also call for an 11-acre rooftop park connected to downtown and leading down to and overlooking the lakefront.

This facility would be consistent with the pioneering 1903 Cleveland Group Plan to beautify downtown Cleveland. The Group Plan, designed by architect Daniel Burnham, gave rise to the Cleveland Public Library, Federal Courthouse and Federal Reserve Bank. Burnham also proposed a train station as a progression between the bluffs and Lakefront level. Among all the various alternatives, this is the best site for a new Downtown Convention Center.

The Convention Center's main entrance would be on the new Harborside Drive along the Lakefront. The exhibit facilities on the lower level would bridge the Shoreway behind the Mall and extend eastward toward East 9th Street. Atop the exhibition hall would be meeting rooms and a ballroom with views of Lake Erie. Plans also call for an 11-acre rooftop park connected to downtown and leading down to and overlooking the Lakefront. This is an exciting, bold and "outside-the-box" proposal that would forever change the fundamental nature and face of downtown Cleveland. If it is at all possible, we should "go for it."

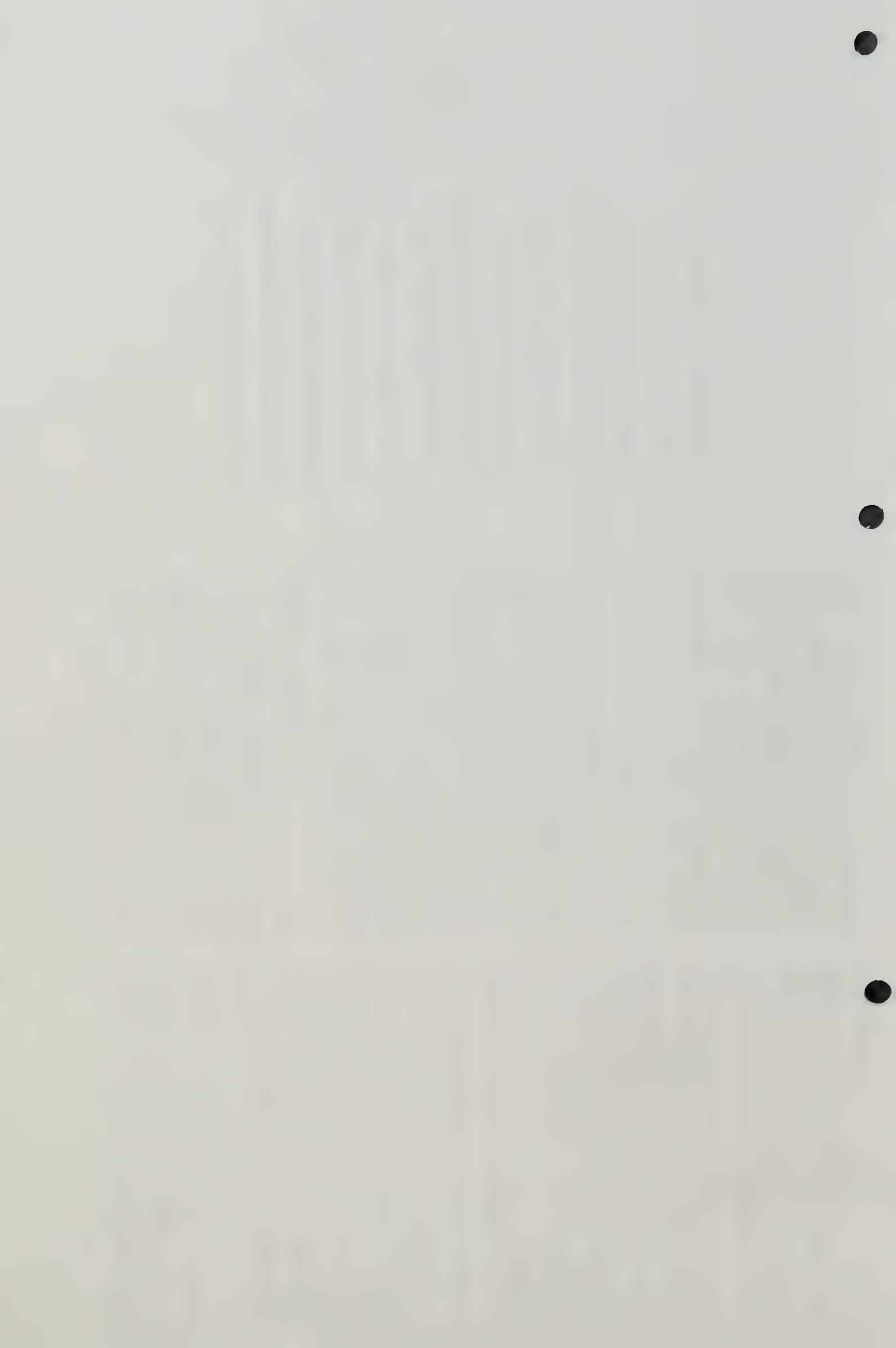
The new Downtown Convention Center would complement — not compete with — the privately owned International Exposition Center adjacent to Cleveland Hopkins International Airport in Brook Park. The I-X Center, with 800,000 square feet of exhibit space, is one of the largest trade-show and public-show facilities in America. Regional and national conventions, however, insist that hotels, restaurants and entertainment outlets be close to the Convention Center. Together, the new Downtown Convention Center and the I-X Center would be second to none!

By exploiting the synergistic linkages between a new Downtown Convention Center and the I-X Center, Cleveland could offer meeting facilities which would be rivaled only by New York and Chicago — at far less cost to the community and show planners.

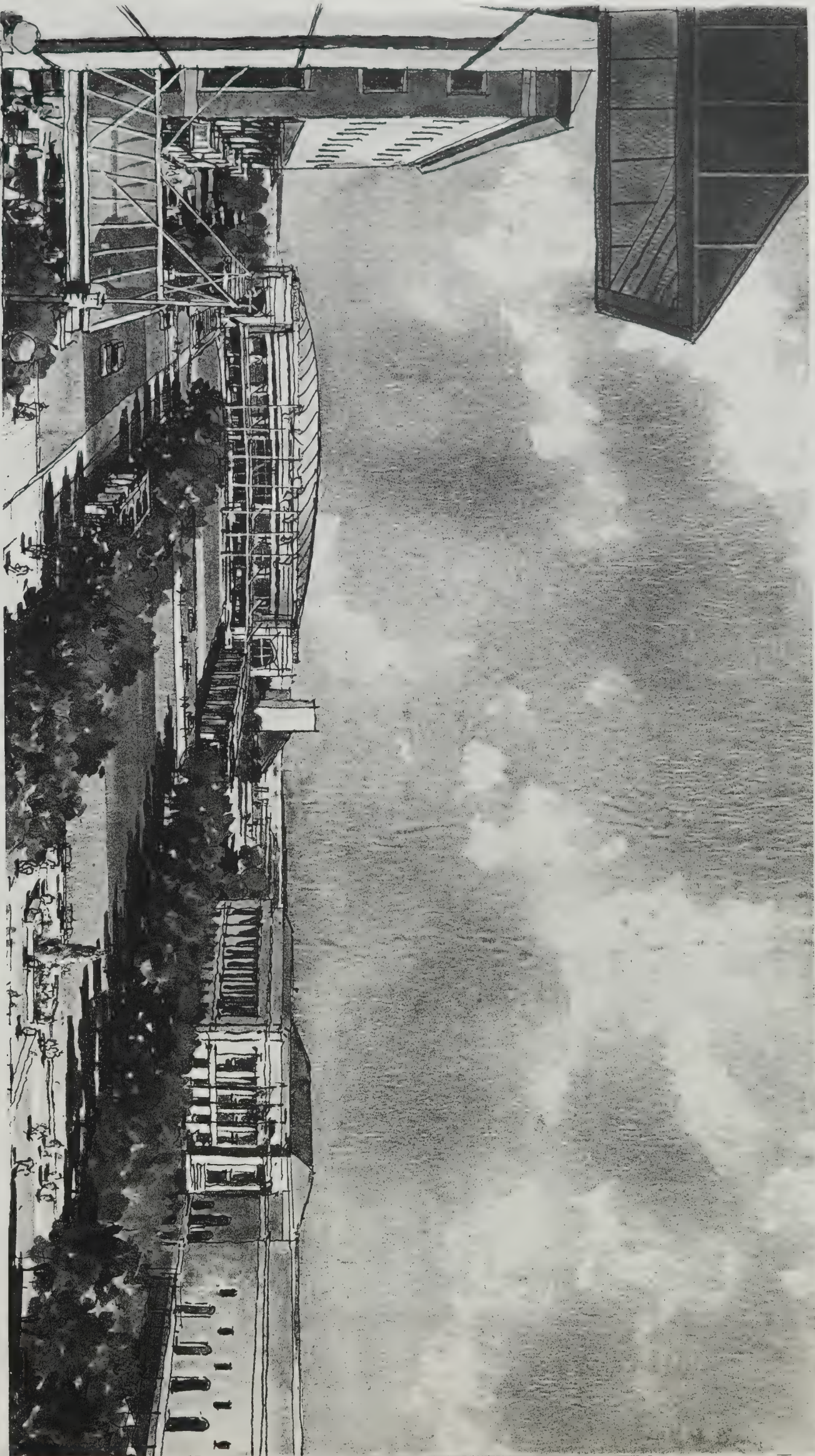
To make a new Downtown Convention Center operative, a new 600- to 800-room convention-sized hotel — connected underground to the center — is essential. The Steering Committee also recognizes that public subsidies are likely necessary to build and operate such a hotel. The ideal hotel site is on the land occupied by the Cuyahoga County Administration Building at Ontario Street and Lakeside Avenue. The County, whose office needs continue to grow, should move to a new Administration Building at an alternative downtown site.

Making the Convention Center and nearby hotels readily accessible would be the North Coast Transportation Center, a modern terminal for buses, taxis, passenger cars and rail service, which would meet both current and future transportation needs. The far eastern end of the new Convention Center would also envelop the present RTA Waterfront Line station at East 9th Street. This would allow protected access to the Convention Center and be only a short walk from the proposed new Visitor Center, again benefiting local residents as well as visitors.

This rapid transit line is anticipated to eventually connect to a new station at the I-X Center. It will offer even more synergy between the two facilities. Most importantly for prospective conventioners and trade-show attendees, the RTA line already connects to Hopkins Airport.







*View of New Convention Center and Hotel*  
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# KISS

OF THE SPIDER  
WOMAN  
THE MUSICAL

IN SEATTLE



REX









## Restoring the Grandeur of Our Main Street

In the late 19th and early 20th centuries, Euclid Avenue had the reputation as one of the world's grand boulevards — a midwestern Park Avenue. The mansions that once housed Cleveland's leading families are still renowned in the awe and historical interest they inspire.

After urbanization in the early 20th century induced the great families to leave their old homes for open suburbs, Euclid Avenue evolved into a smart retail center. A generation or so later, however, the next big demographic shift provoked a tremendous business and retail shift to the suburbs.

Office space that once housed Cleveland's leading professional firms emptied out, leaving building after building and floor after floor in decay. Massive shopping malls sprang up in the suburbs, sucking what was left of the flickering retail life from this once great commercial boulevard.

Euclid Avenue, particularly between Public Square and Playhouse Square, degenerated into an urban no-man's land, a wasteland of discount stores, empty storefronts and generally low-cost office space. Today, one-third of the 10 million square feet of Euclid Avenue office space is empty.

While most of downtown has experienced rebirth, our blighted main street has not benefited from that transformation. Ironically, Playhouse Square, Tower City Center and Gateway together draw more than 6 million people annually. But we can only boast that Cleveland is America's number-one urban recovery story when Euclid Avenue is finally renewed.

The Steering Committee worked closely with Downtown Development Coordinators, an organization sponsored by public-and private-sector interests, to design a plan for residential, retail and commercial property redevelopment along Euclid Avenue.

In addition, the Steering Committee coordinated its study with Cleveland State University, which has developed its own master plan, and RTA's Euclid Corridor Improvement Project, which proposes to alter traffic along Euclid Avenue. Also involved in this district and its thinking were the Historic Gateway Neighborhood Corporation, Playhouse Square Foundation, MidTown Cleveland and University Circle, Inc.



The Steering Committee's analysis of the Euclid Avenue Corridor started at Public Square, where the founders of Cleveland began planning the City in the late 18th century. Tower City Center on Public Square is a showcase commercial center that is thriving, and the Steering Committee wants to make sure it stays that way.

Thus, the Steering Committee's recommendations for the Public Square area are:

**Retain Dillard's Department Store at Tower City Center.**

**Attract another downtown department store** to complement the economic potential of downtown retail.

**Find uses — retail, entertainment and office — for the old May Company Building east of Tower City.**

**Farther along Euclid Avenue:**

**Develop 700 hotel rooms by converting some of Euclid Avenue's historic buildings into hotels.** Among such projects is the rehabilitation of the Euclid and Colonial arcades. This would lead to reopening the long-shuttered hotel at the Colonial Arcade and link the Euclid Avenue Corridor to a refurbished Prospect Avenue.

**Adapt the Old Arcade between Euclid and Superior avenues into improved retail space and possible hotel usage.**

**Convert more than 2 million square feet of empty offices along Euclid Avenue to housing.** The study by Downtown Development Coordinators shows that there will be a demand along Euclid Avenue for 1,600 new rental units and 400 condominiums in the next few years.

Most of the condominiums would be near Playhouse Square. The apartments would be primarily on lower Euclid Avenue where there is a preponderance of available Class B and C office space. Opportunities exist for utilizing historic tax credits in many of the Euclid Avenue locations.

**Modernize and upgrade remaining office space so that it is economically competitive.**

**Increase first-floor service-oriented retail establishments by 500,000 to 700,000 square feet,** such as galleries, gourmet shops, cafes, restaurants and pubs, which would service the growing residential community. **Similarly, restore the splendid building facades that over the years have been frivolously overlaid.** This could include the addition of canopies, awnings and tasteful signing and lighting.

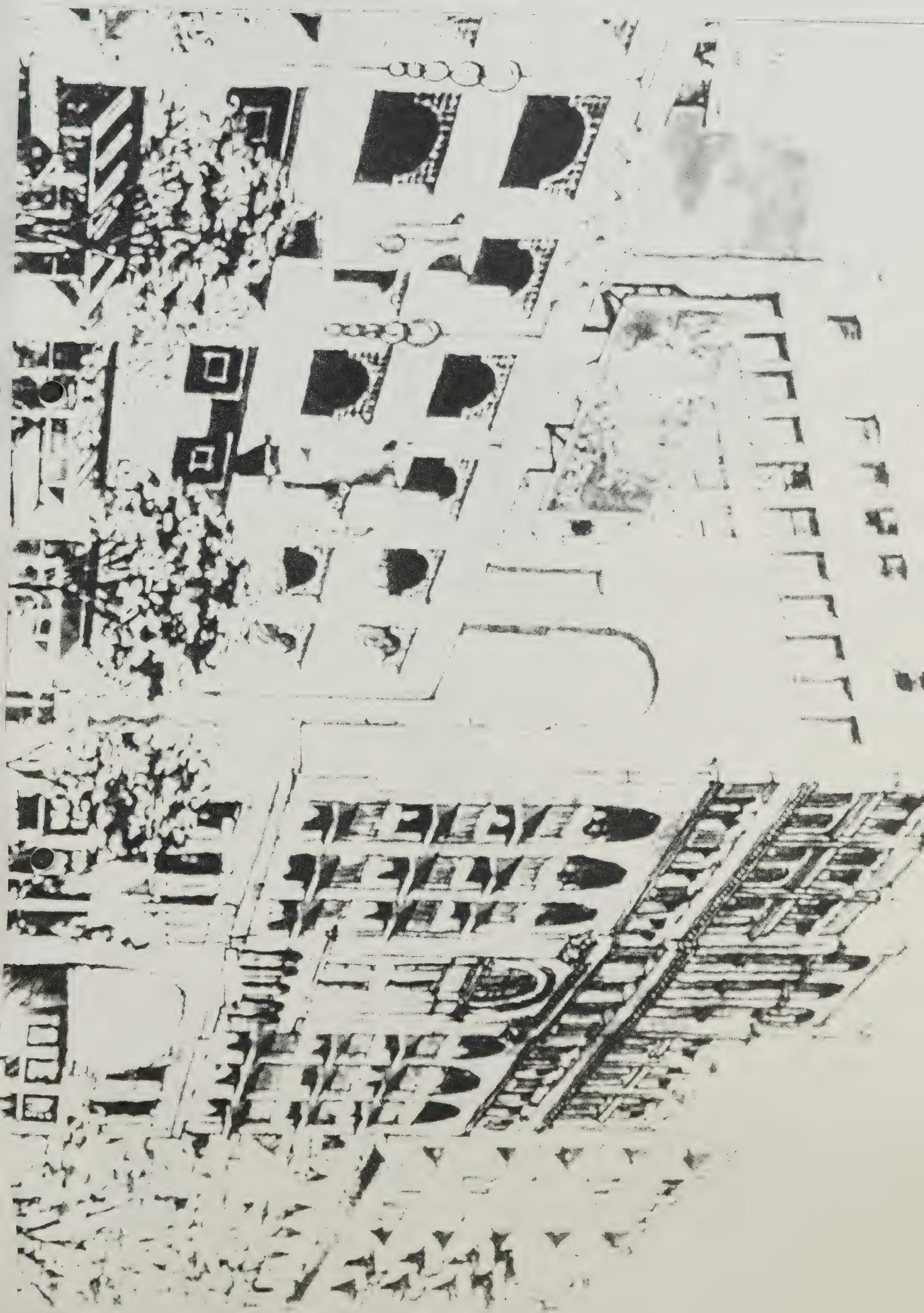
















Support the \$16 million rehabilitation of the Allen Theatre at Playhouse Square Center. The 2,500-seat Allen is expected to open in the fall of 1998 to house long-running musicals. With 9,500 seats, Playhouse Square Center will then be the second largest performing arts center in the United States, smaller than only Lincoln Center in New York City.

Construct CSL's new College of Urban Affairs building at East 17th and Euclid Avenue, which will be a downtown anchor and transition to the Theater District. CSL's covered walkway already allows indoor pedestrian movement from East 17th Street to the east end of the campus. Likewise, the Steering Committee endorses the CSL master plan that calls for expansion of campus housing.

Support the RIA Euclid Corridor Improvement Project. With federal funding, this project will induce radical change in the role and appearance of Euclid Avenue from downtown to University Circle. It calls for widening sidewalks and cutting bus trips in half by shifting buses to other thoroughfares.

Create an additional 3,000 parking spaces in above-ground garages along Euclid Avenue to support the proposed new development.

Support the *Plain Dealer's* plans to build its new headquarters at East 18th Street and Superior Avenue, which will serve as another anchor at the eastern edge of downtown.



View West Down Euclid Avenue  
COURTESY OF DOWNTOWN DEVELOPMENT COORDINATORS











## Live Well Downtown

Downtown's continued revitalization is indisputably linked to accelerated housing development. The Steering Committee's objective is to create neighborhoods large enough to sustain 24-hour activity important to a successful downtown, which, of course, requires the infrastructure necessary to support the residents.

The *Civic Vision* Plan of 1988 focused on downtown living. At the time, some 7,000 people lived in 4,500 downtown units. Most downtown residents were elderly or low-income, and they rented their units.

In recent years, downtown housing has expanded markedly to about 6,000 units, increasing residency to more than 9,000 people. Most of this has been in the restored Warehouse District on the western edge of downtown and in the environs of Gateway. Since market demand still exists for apartments and condominiums along Euclid Avenue, *Civic Vision 2000 and Beyond* calls for the completion of nearly 3,000 new downtown units for all income levels in the next five years.

The Steering Committee foresees an additional 3,500 units going up in the second five years, bringing the

10-year total to 6,500 new units. This would propel the downtown population to over 21,000.

Such opportunities would come in:

**The Warehouse District** — The Steering Committee suggests that remaining available space be developed in mid-rise buildings or as townhouses.

**East Downtown** — For-sale housing should develop here as the Waterfront Line is extended to Playhouse Square.

**Gateway Area** — Housing here is a key to the start of Euclid Avenue's revitalization. The Steering Committee foresees apartments and condominiums in medium- and high-rise buildings in a mixed-use environment. The 50-apartment Windsor Block at East 4th Street and Euclid is the beginning.

**West Side and Flats** — Most opportunities here should be in for-sale housing.

**Eastfront** — There are near-term opportunities, such as the conversion into housing of the Quay 55 building at East 55th Street and the Shoreway. And if the Shoreway is modified, other large-scale projects become possible.



*Grand Arcade II* COLLECTIVE OF CLEVELAND DEVELOPMENT PARTNERSHIP

The Steering Committee strongly believes that one of the most important elements of downtown housing will be the development of Laketown and Riverfront housing, together with boat slips and waterfront activity that give entirely new vibrancy to downtown and waterfront living.

**Central State University** — As acknowledged in CSD's master plan, increasing the affordable housing availability near the campus would add immeasurably to Euclid Avenue's revival.



## Connectivity and Getting Around quickly and Easily

Historically, Cleveland development has occurred within inherited infrastructure constraints. Roadways and railways were built to move people and goods quickly past the waterfront. Public transportation moved people to and from downtown, but not around downtown. Pedestrian connectors barely existed.

The Steering Committee quickly understood that, if the infrastructure is not rebuilt, it will impede the downtown development plans and will severely constrain our potential to be a great city.

To that end, the Steering Committee recommends:

**Completing the loop of the RTA Waterfront Line,** extending it from its Lakeland terminus to Playhouse Square and back to Tower City Center. This would provide enormous potential to optimize visitor and residential use in ways heretofore unknown.

The Steering Committee suggests extending the Line down East 17th Street, with stops at Superior Avenue and other major east-west thoroughfares and a significant presence on Euclid Avenue at Playhouse Square. The Line would then continue south,

ultimately connecting back to Tower City Center. Specifics of this configuration could be reworked as Lakeland development dictates.

The Steering Committee also endorses the addition of a station at West 3rd Street for access to the new Cleveland Browns Stadium.

**Promoting the Euclid Corridor Improvement Project between Public Square and University Circle,** beginning with the downtown phase.

**Improving parking in and vehicle access to the Flats** on the western edge of downtown. This is essential because of the transformation of the Flats from an industrial area to one that also includes nightlife, entertainment, recreation and housing. This sudden change has intensified pedestrian and vehicle traffic. Thus, there is a need to manage this traffic as the Flats continues to emerge as a neighborhood and visitor destination, while still maintaining its industrial base.



*Walkway to Gateway*  
COURTESY OF THE COMMITTEE FOR PUBLIC ART

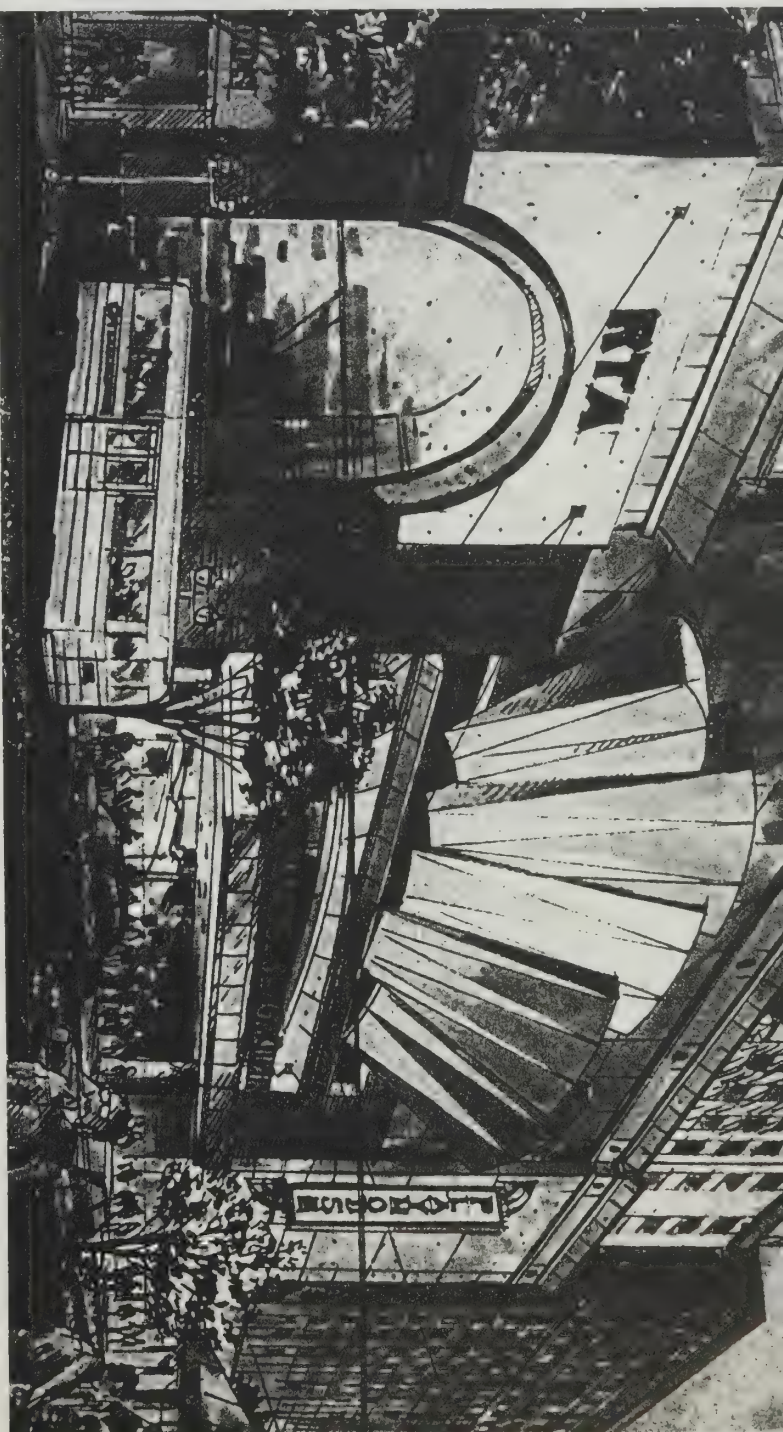




**Enhancing Port Authority facilities.** Improvements to the Port are important to facilitate the flow of traffic and movement of goods. Correspondingly, they will enhance the Port's economic impact, which is more than \$400 million annually. The Steering Committee suggests infrastructure and storage enhancements to the major loading and unloading docks, 20 and 22. The Steering Committee also recommends improved access on West 3rd Street to the Port and the near-term acquisition of land for new Port Authority facilities at Whiskey Island on the west bank of the Cuyahoga River.

**Dramatically changing the infrastructure at the proposed Downtown Convention Center.** The primary objective is to build a new, multi-modal North Coast Transportation Center within the convention complex to connect to the rest of downtown and Northeast Ohio. It would be a showcase of urban infrastructure connectivity, benefiting visitors and all residents of Greater Cleveland.

**Modifying the Shoreway** by first closing the East 9th Street entrance and exit ramps. This would immediately provide improved access to the



*East 17th Street and Euclid Avenue Redevelopment*  
COURTESY OF DOWNTOWN DEVELOPMENT COORDINATORS

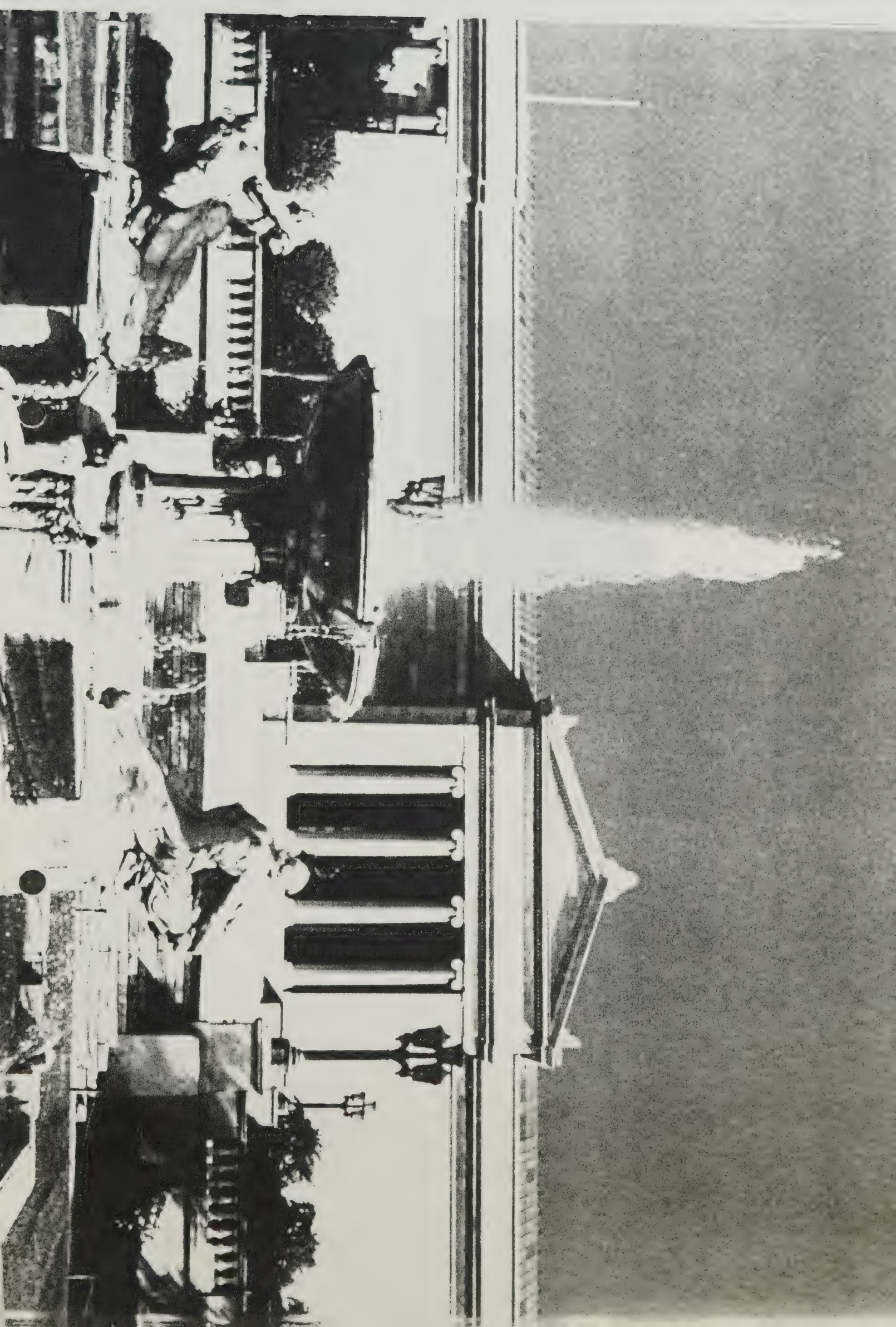
**Lakefront** Later phases would address the Shoreway infrastructure itself, causing this Lakefront road network to function more as a boulevard while also producing greater development opportunities.

**Improving public parks and commons.** They are the glue that binds the development projects to the sidewalks and streets. Opportunities for new and expanded public open and green space are plentiful and should be pursued as key infrastructure improvements. We owe no less to our children and grandchildren.













# Additional Recommendations

Meanwhile, renovations are proceeding at Severance Hall, assuring world-class status for the magnificent concert hall home of The Cleveland Orchestra for years to come. Across the street from Severance, The Cleveland Museum of Art is planning a new wing that should bring our great museum even more worldwide acclaim.

The synergy between downtown and University Circle “uptown” will continue to grow, especially if transportation between University Circle and downtown — only a few miles apart — can be improved through the Euclid Corridor Improvement Project. The Steering Committee’s recommendation is that all appropriate downtown and University Circle organizations continue to work together to further this important effort. We must find ways to take advantage of this unique synergy.

## Air Service

Although the demand for air service in Greater Cleveland has grown in recent years and continues to increase, our long-term domestic and international air service future is cloudy. Cleveland has not kept pace with nearby cities, such as Pittsburgh, Detroit and Cincinnati, in terms of airport investment.



*The Cleveland Museum of Natural History*  
COURTESY OF THE CONVENTION & VISITORS BUREAU OF GREATER CLEVELAND © JONATHAN WAYNE

By design, downtown has been the focus of *Civic Vision 2000 and Beyond*. The Steering Committee recognizes, however, that mutual dependencies exist between downtown and surrounding areas and, thus, additional recommendations for these areas are also important.

## University Circle

University Circle’s health care, higher education and cultural institutions are world-class assets. In combination at one location, they are perhaps unique in the world. Development at University Circle has been explosive. This expansion should continue well into the next decade. How we take advantage of this magnificent capability will help define our future.





Northeast Ohio must have a world-class airport, whether at the existing location or at a new location. Without such a globally competitive airport, we will not gain status as a major international city. Our business foundation and tourism endeavors would be crippled.

To that end, the Steering Committee supports the Greater Cleveland Growth Association in its special task force review of Northeast Ohio's regional air service needs. This includes preparing a demand forecast for the region, conducting an analysis of our capacity to handle this demand and looking at ways to integrate the current regional airports into a coordinated system.

Such a study — dealing with both short-term and long-term needs — merits objective support because directing the future of Cleveland's air service is among the community's highest priorities. Yet, the Steering Committee is quick to say that its concern is over whether we have a world-class airport, not where it is located.

## **Downtown Schools**

Providing a superior education for Clevelanders is a goal that the entire community should embrace. The availability of affordable, quality schools surely will impact the downtown residential population.

With changes in the law, there is potential for public "community" schools sponsored by partnerships of business and community interests. This alternative, as

well as other alternatives for improving the existing school system in Cleveland, must continue to receive appropriate support from the community. Ultimately, for downtown to blossom as a residential neighborhood, we must have first-rate downtown schools.

They can be public, Cleveland-supported schools as we know them today or they can be so-called alternative schools — but they must be high-quality schools of which we can be proud.

## **Inter-relationships with Neighborhoods**

Cleveland's long-term health is dependent on the vibrancy and economic vitality of all its neighborhoods. These neighborhoods depend on downtown, just as downtown depends on them. When both are healthy, every neighborhood and everyone benefits.

Therefore, the Steering Committee recommends:

**Continuing Development in Adjacent Neighborhoods** — The Steering Committee urges continued support for Ohio City, Tremont, Central, Hough and MidTown, which are adjacent to downtown. To accomplish this, downtown development organizations and neighborhood community development corporations should work together on relevant joint planning efforts. The Steering Committee also supports and recommends such efforts at all locations and levels.

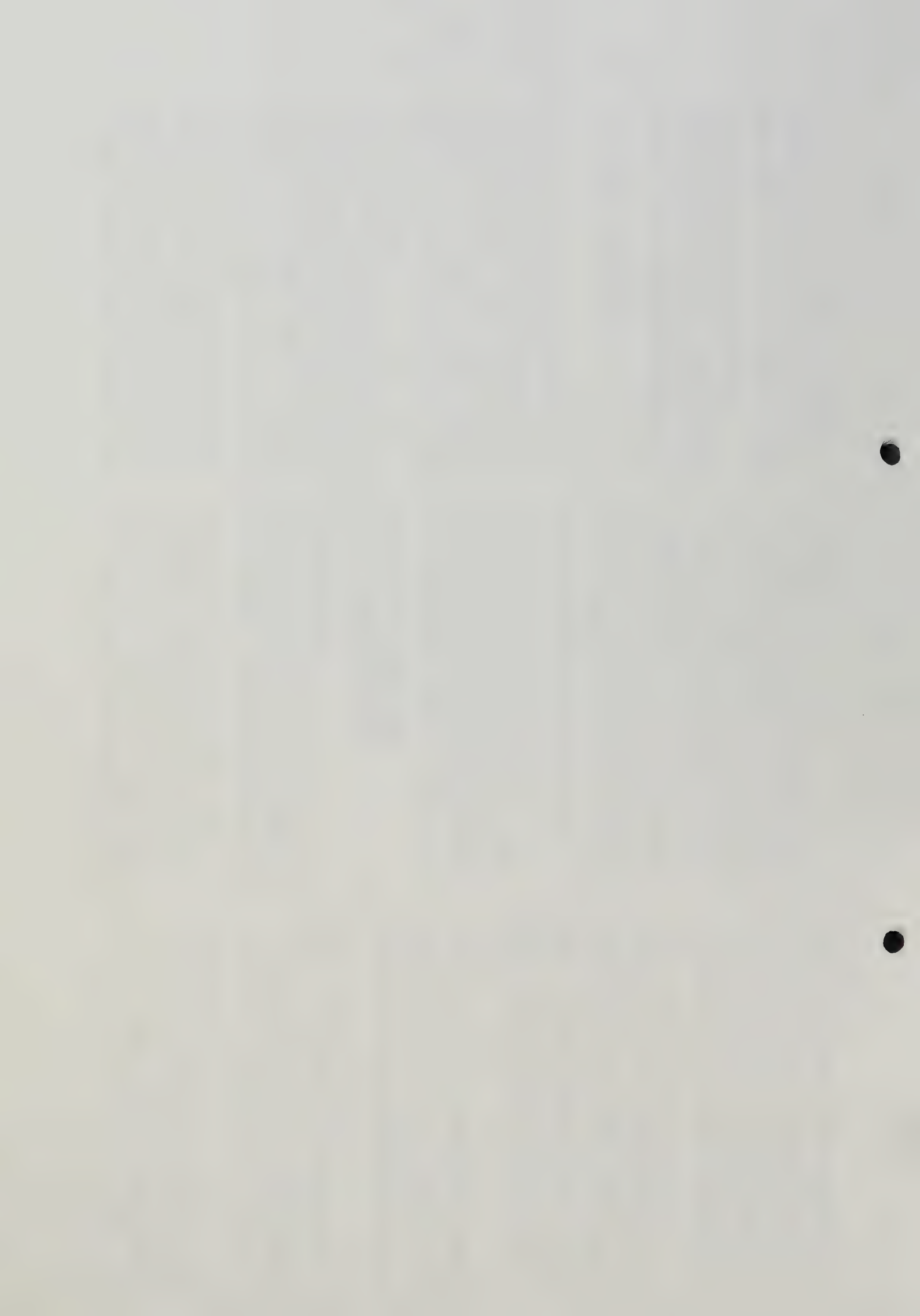
**Improving Neighborhood Infrastructures** — As part of the neighborhood planning process, an inventory of infrastructure needs should be compiled with the aim of increasing the economic vitality of these neighborhoods.

One substantial undertaking is the creation of a Technology District from MidTown east to the medical and university laboratories at University Circle. Infrastructure investments that help spur this economic undertaking are important.

The proposal to build the Central Parkway from the Buckeye Industrial Development Area to Interstate 490 is another example of an infrastructure improvement that could create attractive development sites.

**Acquiring and Banking Land** — The will and ability of local governments to acquire land for community benefit — whether for public or private economic purposes — clearly is a factor in ensuring Cleveland's vitality. A meaningful Cleveland land-banking fund, especially for downtown, should be created. This clearly would enhance our competitiveness.

Recognizing this, the Steering Committee urges the public and private sectors to step up land-acquisition efforts. The concentration should be on land banks, land-acquisition funds and eminent-domain policies to increase acquisition of land for green space, waterfront access, retail, housing developments and industrial parks.







### Some Expected Benefits

Preliminary cost estimates suggest that the collective new funds required for the Steering Committee's major recommendations are roughly equivalent to those of the previous decade — somewhat below \$3 billion. This finding must come from a variety of public and private sources as it has in the past.

These invested dollars would, frankly, result in new jobs. Over the last decade, downtown has become an engine for job growth, accounting for 90 percent of the net new jobs in Cuyahoga County, according to a study by the Cleveland State University Urban Center, commissioned by *Civic Vision 2000 and Beyond*.

The CSU Urban Center analysis complements a recent study by several consulting

firms for the Convention & Visitors Bureau of Greater Cleveland regarding the impact of a new Downtown Convention Center.

Based on studies by the Convention & Visitors Bureau and the CSU Urban Center, between 15,000 and 18,000 new jobs could result in the next 10-year period if the present economic momentum downtown is increased slightly and if a new Downtown Convention Center is opened. This includes 6,000 to 8,000 new jobs directly or indirectly related to a new Convention Center. All told, that could push the total number of employees in downtown Cleveland to more than 150,000 from 138,000 today.

Per-capita payroll figures, according to the CSU Urban Center study, reveal that the

highest-paying jobs are created in downtown. Assuming this trend continues, these new jobs will bring significant new revenues to the core city and benefit everyone in Northeast Ohio.

The Steering Committee further estimates that the annual downtown visitor attractions and regional convention attendance could increase between 25 and 40 percent in the next decade if the new Downtown Convention Center is connected by pedestrian access to North Coast Harbor visitor attractions, by bus service to University Circle and by rapid transit to the International Exposition Center. This could mean an additional 3 million visitors to the City, many of whom would stay overnight and support numerous business and retail establishments.

The Steering Committee for *Civic Vision 2000 and Beyond* met over 15 months starting in December 1996 and concluding in March 1998. Its work included 12 half-day sessions focusing on the broad range of issues covered in this report.

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CHAIRMAN OF THE BOARD & CEO  
TRW INC.

**David J. Abbott**  
CHIEF EXECUTIVE OFFICER  
ROCK AND ROLL HALL OF FAME  
AND MUSEUM

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**Jocque F. Weiss**  
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Credits, acknowledgements and a more detailed discussion of information contained in this overview are available in a companion document entitled *Civic Vision 2000 and Beyond Volume II: Plan Detail*.





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**CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

**NOTICE OF MEETING AND AGENDA**

URBAN MUNICIPAL

DATE: Thursday, October 12, 2000

OCT 19 2000

TIME: 4:30 p.m. – 6:30 p.m.

GOVERNMENT DOCUMENTS

PLACE: Room 219, Hamilton City Hall

**AGENDA**

1. Chairpersons' Remarks
2. Minutes of September 14, 2000 CAPIC Meeting
3. Business Arising
  - a) Transition Board Recommendations on Advisory Committees
  - b) Community Exchange 2000 Windsor – report
4. New Business
  - a) Downtown Hamilton Community Improvement Project Area – for Comment
  - b) Charrette Presentation – Mon. Oct. 16, 7 p.m. City Hall
  - c) Downtown Community Success Stories – Proposed Newsletter
5. Status Reports
  - a) Downtown Secondary Plan / Transportation Plan update
  - b) Heritage Projects update
6. Members' Reports
7. Other Business
8. Next Meeting – November 9, 2000

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*







## **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

**Room 219, Hamilton City Hall**

**Thursday, September 14, 2000**

#### **MEMBERS / OBSERVERS ATTENDING**

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Carlo Gorni  
Gerry Kennedy  
Russell Elman  
Helen Kirkpatrick

Kay Lodge  
Dick Simpson  
Denise Giroux  
Rick Lintack  
Robert Wilton  
Gary Ostofi  
Conrad Zurini  
Marlene Coffey  
Brock Criger  
Martha Allan  
Linda Axford  
June Cunningham  
Roberta Harman

International Village BIA  
North End Neighbourhoods  
Downtown Hamilton BIA  
Hamilton-Burlington & District R. E. Bd.  
Durand Neighbourhood Association  
Downtown Partnership and Central  
Neighbourhood  
Hamilton Senior Citizens Council  
Corktown Neighbourhood  
Citizen Member  
Hamilton Society of Architects  
McMaster University  
Citizen Member  
Hamilton-Burlington & District R. E. Bd.  
Downtown Partnership  
Kirkendall Neighbourhood  
CANEW  
Corktown Neighbourhood  
Durand Neighbourhood  
Durand Neighbourhood

#### **REGRETS / ABSENT**

Brenda Mitchell  
Ald. Ron Corsini  
Richard Gillespie  
Stella Woock

Stinson Community Association  
Alderman, Ward 2  
Beasley Neighbourhood  
Landsdale Neighbourhood

#### **STAFF**

Vanessa Grupe - Coordinator

Community Planning

#### **1. Welcome**

Mary Pocius welcomed those present, and there were introductions.

## **2. Minutes of July 13, 2000 CAPIC Meeting**

On pg. 3, Kay Lodge's comments will be revised to note the Hamilton Senior's Council may possibly amalgamate with the Regional Seniors Council. **Motion:** The minutes of the July 13, 2000 meeting of CAPIC, as amended, were approved, as moved by Gil Simmons, seconded by Kay Lodge, and carried.

## **3. Business Arising**

### **a) Transition Board Follow-up and Implementation**

Vanessa Grupe reported on the status of the Transition Board recommendations. An implementation team has been set up to address the process for advisory committees such as LACAC and others, likely including CAPIC, although it is not specifically mentioned (this should be re-iterated). A decision has yet to be made by the Transition Board on Advisory Committees, which is anticipated sometime in September. A new Downtown Director has been established in Community Planning and Development. The BIA co-ordinating committee will stay intact. Neighbourhood planning will focus on greenfields (suburban) areas, and special study areas. The role of existing neighbourhood plan advisory committees is to be determined.

### **b) Downtown Walking Tour**

Several members had attended the walking tour of King Street East held Sunday August 13, including Brock, Linda, Denise, Russell and Conrad. They felt it was very interesting, with lots of information provided. There was discussion about the Ferguson Avenue revitalization, esp. the section between King and Main, proposed to include an urban square with a rail station, for an ice cream parlour type use.

### **c) All Candidates Meeting**

It had been suggested that CAPIC hold an all-candidates meeting for the upcoming municipal election. Many of these are already planned, for dates including Oct. 30 – Nov. 10 (Cable 14); Nov. 1 Mayors debate (BARC); Oct. 26 Ward 2 debate (Durand Association); Hamilton Society of Architects event – date TBA; Oct. 18 Real Estate Board and Chamber of Commerce Mayors debate; and several other events. It was agreed there are many events already planned, and it is not necessary for CAPIC to host its own forum, nor are there likely to be many dates available at this point.

## **4. New Business**

### **a) Community Exchange in Windsor – Sept. 7 – 8**

Vanessa reported on the event attended by herself, Brenda Mitchell, June Cunningham, and Janice Brown (of Durand). The main theme was community safety, and there were representatives from about 8 cities in Ontario, including neighbourhood reps., police, agencies, and municipal staff. Topics included the Liquor Licence Review Board; neighbourhood watch; graffiti; gangs; involving all sectors of the community including youth, offenders. June felt the event was very informative and well organized. Vanessa will provide a full report for next meeting.

## **5. Members Reports**



- a) Russell Elman of Durand Neighbourhood Association said the Whitehern Neighbourhood picnic was a great event, including games, house tour, period costumes. A similar event is proposed for the Football Hall of Fame next year. AGM will be Oct. 16 at Football Hall of Fame on safety and neighbourhood watch issues, with police.
- b) Kay Lodge, Hamilton Seniors Council said they prepared a joint submission to the Transition Board with the Regional Seniors Council, including their mission statement and terms of reference.
- c) Gil Simons, North End Neighbourhoods noted the proposal for a 13 storey mast at the entrance to Bayfront Park, including flapping sails. She is strongly opposed, feeling it will be too high. There will be an open house on this matter – date TBA. There was discussion about several proposals for improvements between downtown and waterfront proposed by CAPIC, and questions on how the reorganized municipal departments will address these. She also noted an apparent error in a recent Spec ad on the Downtown Community Improvement Plan. Staff offered to check on this, and on the public meeting date for a rezoning at White Star, on Bay St. N. Catharine Street, north of King, is a disgusting mess – can property standards help ?
- d) Gary Ostofi, citizen member noted the Steven Segal movie Exit Wounds which was shot in downtown Hamilton, standing in for downtown Detroit. He asked what the overall benefits of this filming were, considering some of the negative impacts he saw such as litter and loss of parking spaces. Some businesses were compensated for closing during the shoot. Staff will ask the Economic Development office to report on the benefits of this movie shooting. He also noted a knifing at an unsponsored soccer game in Corktown, and asked whether permits and insurance could be required for such games.
- e) Carlo Gorni, Downtown BIA said they are finalizing a submission on the Downtown Secondary Plan. Ashtrays are needed in Gore Park. There are 2 applications for patios in their BIA.
- f) Conrad Zurini, Hamilton-Burlington & District Real Estate Board said a draft copy of the Smart Growth paper has been prepared. They are offering expertise, focussing on downtown housing and commercial. A copy will be forwarded by fax for the benefit of CAPIC members. A meeting will be held on Sept. 25 with the Federal Ministry of Housing, including discussion on downtowns. The Ontario Ministry of Housing met with the Home Builders and Real Estate Board. Aiming for elimination of land transfer tax for first time home buyers – see article to be in Oct. 19 Spec. Re Downtown / Enterprize zones, Minister Tony Clement is very favourable, may be October news.
- g) Robert Wilton of McMaster University noted Mac has only increased tuition 2%, which is the lowest of any. He is teaching a new course on urban development and political restructuring, including a walking tour of the north end neighbourhoods – hoping to include local Hamilton content.
- h) Martha Allan, CANEW (Central and North End West) asked about the nursing home in Central, at Queen/Hess/Napier/Peter Streets, and why construction has not started yet - staff will check. There is a mess, no fence.

- i) Dick Simpson of Corktown Neighbourhood said Corktown has prepared a submission regarding the Ferguson Ave. revitalization plan, asking that stairs up the Escarpment from Arkeldun be constructed as soon as possible. This would only be a change in the sequence of the Ferguson Ave. master Plan. **Motion:** Moved by Russell Elman, seconded by Brock Criger, that CAPIC endorse the proposed expediting of the Ferguson Ave. stairs. Carried. He also noted the loitering in front of the Right House – can benches be removed
- j) Linda Axford, Corktown noted concern about the 13 storey mast proposed at the waterfront, and the no parking restriction on Bay St. at the end of the trail.
- k) Brock Criger of Kirkendall Neighbourhood Association said the Locke Street festival was successful. The August 23 first Night Out was great. KNA will pursue leadership training through University of Waterloo. There is a new exciting Reservoir Park. He wants to work on the Bruce trail in the area, where there is a need to plant young trees as an understorey, for future trees. The north end entrance to Hamilton, seen from the GO Train, is a mess, with weeds and litter, as opposed to the green gardens in Toronto. The 3 bridges including Ray and Pearl are the worst in Hamilton. He wants to use high school kids, who need to do 30 hours of community services, to help out. He noted interesting web sites on slow food / slow city, and greening - bp.com.
- l) Rick Lintack of the Hamilton Society of Architects said they have been charged by the Ontario Association of Architects to find a citizen or body who have contributed to architecture locally. He attended the Locke St. festival, and felt downtown is trying hard to become what Locke St. has already become. Capping has funded Locke St., with lower taxes and free parking.
- m) Mary Pocius of International Village BIA said the Mustard Festival was a great success, with big crowds. It can grow again next year, but the next 2 blocks of Ferguson have been redeveloped in a way that prevents putting a tent in. Buildings at 203 – 213 King E. will come down for the Spallachi project – the OMB hearing bid has been withdrawn.

## 6. Downtown Partnership – Current Directions

Helen Kirkpatrick noted at the last meeting of CAPIC she had offered to do a presentation on the Downtown Partnership's current direction and program. She said Gil Simmons is on the Partnership also, representing BARC. The Partnership arose from Gianni Longo's Marketplace of Ideas, and built on the 1996 Downtown Ideas Charrette. Marlene Coffey noted there are 39 implementation strategies which the Partnership is implementing, in conjunction with the Planning Department, to ensure these goals are reflected in the Downtown Secondary Plan.

Over the past year, it was realized there were different expectations about what the Partnership is, so in the early spring of this year the Partnership Board reviewed its goals and mandate. It identified a need to take the 39 strategies and focus them into a more pure, distilled mandate. The results of the May 4, 2000 workshop went to the Finance and Administration Committee and Council. Marlene handed out copies of the new revised mandate for the Partnership, which is as follows:



- A. Promote Downtown Hamilton – will be a national marketing award; promote events and other assets in downtown, such as business, recreational opportunities, industrial trail, living in downtown, by such means as a book launch for David and Janet Hillen book sponsored by Partnership;
- B. Advocate and be a catalyst for changes to policy and regulatory adherence – such as for lower taxes. Started a letter writing campaign to Mike Harris – asking for all to send letters through the Partnership. Have reviewed municipal by-laws.
- C. Facilitate the affective and timely implementation of the approach, process and philosophy of the Downtown Secondary Plan – as noted in handout.

What does this mean for CAPIC ? See Downtown Partnership newsletter on DIRECT letter writing campaign. Would be helpful if CAPIC could prepare a letter to Mike Harris, on inequitable downtown taxation, to be forwarded by the Partnership. Municipal bylaw enforcement is another area – need to highlight areas of need. Mary Pocius noted the current property standards enforcement in the Gore and Core is a Building Dept. mandate from Council, with strong enforcement for the last 4-6 weeks, although there is not enough staff to inspect buildings where applications have been made for loans and grants. Gary Ostofi asked about pan handlers and such street people being a detriment to downtown – this is not one of the 39 Longo recommendations; downtown is an area where diversity of people is needed.

Helen Kirkpatrick asked whether we could do promotion with downtown builders to build urban homes, rather than suburban ones. The Home Builders had a detailed market analysis. Mary Pocius noted the Downtown Questionnaire of 18,000 residents provided a detailed market analysis. There is a need to build interesting housing downtown. The Chamber of Commerce is organizing another task force on the downtown, which may have overlap with the role of the Downtown Partnership.

## **7. Next Meeting**

The next meeting will be October 12, 2000. The meeting adjourned at 6:50 p.m.



Community Exchange 2000 Windsor

Mandate from Durand Steering Committee

1. investigate the possibility of perhaps hosting the next community exchange in conjunction with our own symposium as part of the Millennium project.
  2. network neighbourhood associations.
- Before we could possibly perhaps host it was necessary to determine this organization's goals, mission statements, if any and did we fit what they had already begun.
  - Briefly - Community exchange in an informal network of the following cities; Kitchener, Toronto, Ottawa and Windsor.
  - their goal was to share the wisdom of community experience.
  - their format - community-based approaches to common urban concerns.
  - their stakeholders - community activists (neighbourhood associations), police, politicians, business people and partners (social agencies).
  - Purpose - to develop close ties between communities and their partners.
  - The major theme in 1999 and again in 2000 was "sharing approaches to community safety."

Presentations

The following safety related presentations were made over two days.

- ❖ Gambling concerns (Windsor)
- ❖ Community policing (Oshawa)
- ❖ The Young Offender's Act (London)
- ❖ Toronto Police Safe Street's Act (Toronto)
- ❖ Kitchener Safe City Committee (Kitchener)
- ❖ Neighbour Appreciation and Living Fence Project (Toronto)
- ❖ Cease (youth programs - drugs/joy riding) (Windsor)

Guest Speakers

Dr. Kelling - Criminal Justice Department, Rutgers University; has written a book: Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities.

Richard Kulis - Senior Counsel - Alcohol and Gaming Commission of Ontario.

Dr. R. Solomon - Associate Dean, Faculty of Law, University of Western Ontario. Topic: "A Primer on the Liquor License Act and Related Regulation for Community Activists.

- ♦ Community - Can Am Urban Native Homes -Beautification (Windsor)
- ♦ Social Agency - Neighbours Nite Ontario; community, capacity, building

## Issues

- ♦ Community - Can Am Urban Native Homes -Beautification (Windsor)
- ♦ Social Agency - Neighbours Nite Ontario; community, capacity, building
- ♦ Community - graffiti (Kitchener, Ottawa, Toronto, Toronto)
- ♦ Police - gangs (Toronto)
- ♦ Agency - alcohol and Gaming Commission Hearings (Toronto)
- ♦ Community - downtown noise "Festivals"/bars etc. (Windsor)
- ♦ Councilor - Liquor License Review Committee (Windsor)
- ♦ Community - Road Watch (Caledon)
- ♦ Community - Rooming House Conditions (Ottawa)
- ♦ Planning Department - Rooming House Conditions (Ottawa)
- ♦ Social Agency - Jane School (Ottawa)
- ♦ Community - seizure of John vehicles (Ottawa)
- ♦ Agency/City - Healthy communities initiative (Windsor)
- ♦ Agency - Kids alliance

Round table discussions were held on eight different topics on the second day of the exchange.

It was a very brief time allowance and we were only allowed to participate in one session.

## Conference Feedback

- informative, interesting, excellent guest speakers, other presenters varied depending upon presentation, ability to speak, to make their presentation interesting without becoming repetitive as well as talking for too much time.
- insufficient amount of time for question and answer (probably as a result of poor chairmanship).
- far too many presenters, perhaps too many presenters, perhaps too many guest speakers,.
- round table could have been more beneficial had we been more directed - use of facilitators.
- more direction concerning outcomes.
- more interaction and exchange with presenters would have been beneficial, many questions I still have.

## The Mandate

- concern about hosting began during the round table session.
- felt there was a hidden agenda by the Ottawa representatives.
- had five resolutions to push through the "Alliance of Community Exchange."
- two phone calls Sunday and Monday from Ottawa and Windsor as they are not in favour of this alliance.
- growing pains, informal network preferred.
- communication - newsletter - website

The Mandate (continued)

- e-mail, telephone, funding for exchange
- do not want to make this an annual affair
- loose parameters
- concerned about communities own agendas, personal agendas
- wish to maintain grass roots flavour
- "community capacity building is important"
- planning committee to prepare a manual
- don't want this to become a political agenda that in turn becomes an effective lobby group
- KISS principle

My personal gut feeling:

- \* control issue Gail/Angela/Barb/Karen vs Donna who is seeking a Master's Degree in Volunteer Management at McGill University and needs a not for profit group in order to complete her thesis.
- \* they do not want us to host, can't quite put my finger on this.
- \* perhaps because it was driven by Donna.
- \* informed Gail that it was unfair of her to allow this topic into Round Table discussion if the Planning Committee was not in favor.
- \* her answer:       - let her sink
- \*                       - resolutions mean nothing
- \*                       - "I never voted"

What do we do from here?

- ⇒ our own symposium.
- ⇒ perhaps develop our own Hamilton Coalition if we need.



**Hamilton-Wentworth Air Quality Improvement Committee Presents:**

## **Air Pollution Burden of Illness in Toronto**

**David Pengelly, McMaster University**

Hear the latest results from Toronto on the impact of poor air quality to health and how recent research in Toronto compares with Hamilton-Wentworth.

Wednesday, November 8, 2000

7:00 pm – 9:00 pm

Hamilton Central Public Library

55 York Blvd., Room A

## **Hamilton-Wentworth Air Quality General Meeting**

What's going on in Hamilton? Find out how HAQIC will measure success of air quality improvements in Hamilton-Wentworth.

How can HAQIC help? Take in major highlights and accomplishments from the Emissions Reduction, Health and Environmental Impacts, and Research and Policy Development Working Groups.

What's new? Introduce yourself to members of the new Communications Working Group. Find out how you can participate or receive more information on HAQIC initiatives.

HAQIC in 2001. Share your support and advice for HAQIC as it enters a new relationship with the new municipal council.

New to HAQIC? Check out the HAQIC website at [www.airquality.hamilton.on.ca](http://www.airquality.hamilton.on.ca) and join us on November 8!

Please RSVP by **October 25** at **546-2014** or  
[skapusin@city.hamilton.on.ca](mailto:skapusin@city.hamilton.on.ca).

H a m i l t o n S o c i e t y o f A r c h i t e c t s  
**HAMILTON DOWNTOWN LIVING**  
D E S I G N C H A R R E T T E

**P R E S E N T A T I O N O F  
B U I L D I N G D E S I G N S  
A N D R E C O M M E N D A T I O N S  
F R O M C H A R R E T T E**

Monday, October 16, 2000

7:00 - 9:00 p.m.

Room 233, Hamilton City Hall

The best way to create the vibrant, safe and welcoming atmosphere that is needed for our downtown to be successful is to have more people living there. This has been proven in cities across North America, and recommended in local reports.

The Hamilton Society of Architects organized the Hamilton Downtown Living Design Charrette October 22 - 23, 1999 to demonstrate the tremendous opportunities for innovative residential development in downtown Hamilton.

Four volunteer teams of local architects, developers, contractors, real estate people, bankers, landscape architects, cost consultants, politicians, students and members of the community worked together to create a schematic design and costing for a residential development on four different Downtown Hamilton sites.

This exciting exercise resulted in a series of creative, workable plans, and much team-building among members of various sectors.

These plans will be presented to the general public, by representatives of the various teams, with opportunity for question, answer and discussion.

For further information please call  
Ken Coit (905) 526-6700 or Vanessa Grupe (905) 546-4160

*This event is in conjunction with Housing Awareness Week and Architecture Week*



CA4 ON HBL A05  
C51P4C  
2000



## CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### NOTICE OF MEETING AND AGENDA

DATE: Thursday, November 16, 2000

TIME: 4:30 p.m. – 6:30 p.m.

PLACE: Room 219, Hamilton City Hall

#### AGENDA

1. Chairpersons' Remarks
2. Minutes of September 14, 2000 CAPIC Meeting
3. Business Arising
  - a) Community Exchange 2000 Windsor – Report
  - b) Downtown Community Improvement Plan Spec Ad – Followup
  - c) Ferguson Avenue Stairs – Motion re Expediting
4. New Business
  - a) Downtown Hamilton Community Improvement Project Area – For Comment
  - b) Downtown Community Success Stories – Proposed Project
  - c) Pictures and Posters for Downtown Hamilton – Proposed Project
  - d) St. Joseph's Hospital Report to Community – Nov. 15 Event
5. Status Reports
  - a) Downtown Heritage Projects - Update
  - b) Transition Board Recommendations on Advisory Committees
6. Members' Reports
7. Other Business
8. Next Meeting – December 14, 2000 T.B.A. – Meeting And Social ?

*If you cannot attend the meeting, please contact Vanessa Grupe at 546-4160*

*Please note the Oct. 12 meeting was cancelled, and the Nov. 9 meeting was postponed*





## **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

a Subcommittee of the Planning and Development Committee

c/o CITY HALL, 71 MAIN STREET WEST, HAMILTON, ONTARIO, L8P 4Y5

### **CENTRAL AREA PLAN IMPLEMENTATION COMMITTEE**

**Room 219, Hamilton City Hall**

**Thursday, September 14, 2000**

#### **MEMBERS / OBSERVERS ATTENDING**

Mary Pocius, Chairperson  
Gil Simmons, Vice Chairperson  
Carlo Gorni  
Gerry Kennedy  
Russell Elman  
Helen Kirkpatrick

Kay Lodge  
Dick Simpson  
Denise Giroux  
Rick Lintack  
Robert Wilton  
Gary Ostofi  
Conrad Zurini  
Marlene Coffey  
Brock Criger  
Martha Allan  
Linda Axford  
June Cunningham  
Roberta Harman

International Village BIA  
North End Neighbourhoods  
Downtown Hamilton BIA  
Hamilton-Burlington & District R. E. Bd.  
Durand Neighbourhood Association  
Downtown Partnership and Central  
Neighbourhood  
Hamilton Senior Citizens Council  
Corktown Neighbourhood  
Citizen Member  
Hamilton Society of Architects  
McMaster University  
Citizen Member  
Hamilton-Burlington & District R. E. Bd.  
Downtown Partnership  
Kirkendall Neighbourhood  
CANEW  
Corktown Neighbourhood  
Durand Neighbourhood  
Durand Neighbourhood

#### **REGRETS / ABSENT**

Brenda Mitchell  
Ald. Ron Corsini  
Richard Gillespie  
Stella Woock

Stinson Community Association  
Alderman, Ward 2  
Beasley Neighbourhood  
Landsdale Neighbourhood

#### **STAFF**

Vanessa Grupe - Coordinator

Community Planning

#### **1. Welcome**

Mary Pocius welcomed those present, and there were introductions.

## **2. Minutes of July 13, 2000 CAPIC Meeting**

On pg. 3, Kay Lodge's comments will be revised to note the Hamilton Senior's Council may possibly amalgamate with the Regional Seniors Council. **Motion:** The minutes of the July 13, 2000 meeting of CAPIC, as amended, were approved, as moved by Gil Simmons, seconded by Kay Lodge, and carried.

## **3. Business Arising**

### **a) Transition Board Follow-up and Implementation**

Vanessa Grupe reported on the status of the Transition Board recommendations. An implementation team has been set up to address the process for advisory committees such as LACAC and others, likely including CAPIC, although it is not specifically mentioned (this should be re-iterated). A decision has yet to be made by the Transition Board on Advisory Committees, which is anticipated sometime in September. A new Downtown Director has been established in Community Planning and Development. The BIA co-ordinating committee will stay intact. Neighbourhood planning will focus on greenfields (suburban) areas, and special study areas. The role of existing neighbourhood plan advisory committees is to be determined.

### **b) Downtown Walking Tour**

Several members had attended the walking tour of King Street East held Sunday August 13, including Brock, Linda, Denise, Russell and Conrad. They felt it was very interesting, with lots of information provided. There was discussion about the Ferguson Avenue revitalization, esp. the section between King and Main, proposed to include an urban square with a rail station, for an ice cream parlour type use.

### **c) All Candidates Meeting**

It had been suggested that CAPIC hold an all-candidates meeting for the upcoming municipal election. Many of these are already planned, for dates including Oct. 30 – Nov. 10 (Cable 14); Nov. 1 Mayors debate (BARC); Oct. 26 Ward 2 debate (Durand Association); Hamilton Society of Architects event – date TBA; Oct. 18 Real Estate Board and Chamber of Commerce Mayors debate; and several other events. It was agreed there are many events already planned, and it is not necessary for CAPIC to host its own forum, nor are there likely to be many dates available at this point.

## **4. New Business**

### **a) Community Exchange in Windsor – Sept. 7 – 8**

Vanessa reported on the event attended by herself, Brenda Mitchell, June Cunningham, and Janice Brown (of Durand). The main theme was community safety, and there were representatives from about 8 cities in Ontario, including neighbourhood reps., police, agencies, and municipal staff. Topics included the Liquor Licence Review Board; neighbourhood watch; graffiti; gangs; involving all sectors of the community including youth, offenders. June felt the event was very informative and well organized. Vanessa will provide a full report for next meeting.



## 5. Members Reports

- a) Russell Elman of Durand Neighbourhood Association said the Whitehern Neighbourhood picnic was a great event, including games, house tour, period costumes. A similar event is proposed for the Football Hall of Fame next year. AGM will be Oct. 16 at Football Hall of Fame on safety and neighbourhood watch issues, with police.
- b) Kay Lodge, Hamilton Seniors Council said they prepared a joint submission to the Transition Board with the Regional Seniors Council, including their mission statement and terms of reference.
- c) Gil Simons, North End Neighbourhoods noted the proposal for a 13 storey mast at the entrance to Bayfront Park, including flapping sails. She is strongly opposed, feeling it will be too high. There will be an open house on this matter – date TBA. There was discussion about several proposals for improvements between downtown and waterfront proposed by CAPIC, and questions on how the reorganized municipal departments will address these. She also noted an apparent error in a recent Spec ad on the Downtown Community Improvement Plan. Staff offered to check on this, and on the public meeting date for a rezoning at White Star, on Bay St. N. Catharine Street, north of King, is a disgusting mess – can property standards help ?
- d) Gary Ostofi, citizen member noted the Steven Segal movie Exit Wounds which was shot in downtown Hamilton, standing in for downtown Detroit. He asked what the overall benefits of this filming were, considering some of the negative impacts he saw such as litter and loss of parking spaces. Some businesses were compensated for closing during the shoot. Staff will ask the Economic Development office to report on the benefits of this movie shooting. He also noted a knifing at an unsponsored soccer game in Corktown, and asked whether permits and insurance could be required for such games.
- e) Carlo Gorni, Downtown BIA said they are finalizing a submission on the Downtown Secondary Plan. Ashtrays are needed in Gore Park. There are 2 applications for patios in their BIA.
- f) Conrad Zurini, Hamilton-Burlington & District Real Estate Board said a draft copy of the Smart Growth paper has been prepared. They are offering expertise, focussing on downtown housing and commercial. A copy will be forwarded by fax for the benefit of CAPIC members. A meeting will be held on Sept. 25 with the Federal Ministry of Housing, including discussion on downtowns. The Ontario Ministry of Housing met with the Home Builders and Real Estate Board. Aiming for elimination of land transfer tax for first time home buyers – see article to be in Oct. 19 Spec. Re Downtown / Enterprize zones, Minister Tony Clement is very favourable, may be October news.
- g) Robert Wilton of McMaster University noted Mac has only increased tuition 2%, which is the lowest of any. He is teaching a new course on urban development and political restructuring, including a walking tour of the north end neighbourhoods – hoping to include local Hamilton content.
- h) Martha Allan, CANEW (Central and North End West) asked about the nursing home in Central, at Queen/Hess/Napier/Peter Streets, and why construction has not started yet - staff will check. There is a mess, no fence.



- i) Dick Simpson of Corktown Neighbourhood said Corktown has prepared a submission regarding the Ferguson Ave. revitalization plan, asking that stairs up the Escarpment from Arkeldun be constructed as soon as possible. This would only be a change in the sequence of the Ferguson Ave. master Plan. **Motion:** Moved by Russell Elman, seconded by Brock Criger, that CAPIC endorse the proposed expediting of the Ferguson Ave. stairs. Carried. He also noted the loitering in front of the Right House – can benches be removed
- j) Linda Axford, Corktown noted concern about the 13 storey mast proposed at the waterfront, and the no parking restriction on Bay St. at the end of the trail.
- k) Brock Criger of Kirkendall Neighbourhood Association said the Locke Street festival was successful. The August 23 first Night Out was great. KNA will pursue leadership training through University of Waterloo. There is a new exciting Reservoir Park. He wants to work on the Bruce trail in the area, where there is a need to plant young trees as an understorey, for future trees. The north end entrance to Hamilton, seen from the GO Train, is a mess, with weeds and litter, as opposed to the green gardens in Toronto. The 3 bridges including Ray and Pearl are the worst in Hamilton. He wants to use high school kids, who need to do 30 hours of community services, to help out. He noted interesting web sites on slow food / slow city, and greening - bp.com.
- l) Rick Lintack of the Hamilton Society of Architects said they have been charged by the Ontario Association of Architects to find a citizen or body who have contributed to architecture locally. He attended the Locke St. festival, and felt downtown is trying hard to become what Locke St. has already become. Capping has funded Locke St., with lower taxes and free parking.
- m) Mary Pocius of International Village BIA said the Mustard Festival was a great success, with big crowds. It can grow again next year, but the next 2 blocks of Ferguson have been redeveloped in a way that prevents putting a tent in. Buildings at 203 – 213 King E. will come down for the Spallachi project – the OMB hearing bid has been withdrawn.

## 6. Downtown Partnership – Current Directions

Helen Kirkpatrick noted at the last meeting of CAPIC she had offered to do a presentation on the Downtown Partnership's current direction and program. She said Gil Simmons is on the Partnership also, representing BARC. The Partnership arose from Gianni Longo's Marketplace of Ideas, and built on the 1996 Downtown Ideas Charrette. Marlene Coffey noted there are 39 implementation strategies which the Partnership is implementing, in conjunction with the Planning Department, to ensure these goals are reflected in the Downtown Secondary Plan.

Over the past year, it was realized there were different expectations about what the Partnership is, so in the early spring of this year the Partnership Board reviewed its goals and mandate. It identified a need to take the 39 strategies and focus them into a more pure, distilled mandate. The results of the May 4, 2000 workshop went to the Finance and Administration Committee and Council. Marlene handed out copies of the new revised mandate for the Partnership, which is as follows:

- A. Promote Downtown Hamilton – will be a national marketing award; promote events and other assets in downtown, such as business, recreational opportunities, industrial trail, living in downtown, by such means as a book launch for David and Janet Hillen book sponsored by Partnership;
- B. Advocate and be a catalyst for changes to policy and regulatory adherence – such as for lower taxes. Started a letter writing campaign to Mike Harris – asking for all to send letters through the Partnership. Have reviewed municipal by-laws.
- C. Facilitate the affective and timely implementation of the approach, process and philosophy of the Downtown Secondary Plan – as noted in handout.

What does this mean for CAPIC ? See Downtown Partnership newsletter on DIRECT letter writing campaign. Would be helpful if CAPIC could prepare a letter to Mike Harris, on inequitable downtown taxation, to be forwarded by the Partnership. Municipal bylaw enforcement is another area – need to highlight areas of need. Mary Pocius noted the current property standards enforcement in the Gore and Core is a Building Dept. mandate from Council, with strong enforcement for the last 4-6 weeks, although there is not enough staff to inspect buildings where applications have been made for loans and grants. Gary Ostofi asked about pan handlers and such street people being a detriment to downtown – this is not one of the 39 Longo recommendations; downtown is an area where diversity of people is needed.

Helen Kirkpatrick asked whether we could do promotion with downtown builders to build urban homes, rather than suburban ones. The Home Builders had a detailed market analysis. Mary Pocius noted the Downtown Questionnaire of 18,000 residents provided a detailed market analysis. There is a need to build interesting housing downtown. The Chamber of Commerce is organizing another task force on the downtown, which may have overlap with the role of the Downtown Partnership.

## **7. Next Meeting**

The next meeting will be October 12, 2000. The meeting adjourned at 6:50 p.m.

4 a)

# CITY OF HAMILTON

## - RECOMMENDATION -

**DATE:** August 16, 2000

**REPORT TO:** Chairman and Members  
Planning and Development Committee

**FROM:** Lee Ann Coveyduck  
General Manager  
Community Planning and Development Division

**SUBJECT:** Downtown Hamilton Community Improvement Plan /  
Expanded Area of the Downtown Hamilton Community  
Improvement Project Area (PDC00138(A))

*Lee Ann Coveyduck*

### RECOMMENDATIONS:

- a) That the expanded area for the Downtown Hamilton Community Improvement Project Area be designated as per the attached Appendix "A";
- b) That Corporate Counsel be authorized and directed to prepare the requisite By-law for (a) above;
- c) That the Downtown Hamilton Community Improvement Plan for the expanded area of the Downtown Hamilton Community Improvement Project Area, attached as Appendix "B", be adopted in order to implement various incentive/loan programs to property owners;
- d) That the Downtown Hamilton Community Improvement Plan for the expanded area of the Downtown Hamilton Community Improvement Project Area be submitted to the Ministry of Municipal Affairs and Housing for approval; and,
- e) That Corporate Counsel be authorized and directed to prepare the requisite By-law for (c) above.



## **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

**Transition Board Approval is not required for this report.**

These matters were addressed in detail through Report PDR00151, Residential Conversion Program, submitted to the September 5<sup>th</sup> meeting of the Region of Hamilton-Wentworth Committee of the Whole; and for which Transition Board approval is required.

## **SUSTAINABLE COMMUNITY IMPLICATIONS:**

(Vision 2020, adopted by Regional Council as its vision for the future of Hamilton-Wentworth, embodies the concept of a sustainable community which is an equal balance of the economy, the environment and social/health factors in all regional decision-making)

The Community Improvement Plan for the City of Hamilton downtown provides a vehicle for the delivery of a variety of policies and programs to achieve the enhancement and renewal of Downtown Hamilton. These initiatives support Vision 2020 concepts for sustainable regional development by encouraging adaptive reuse, renewal and intensification as an alternative to suburban sprawl.

## **BACKGROUND:**

In accordance with Section 28 of the Planning Act, the City of Hamilton must designate a Community Improvement Project Area (CIPA) and create a corresponding Community Improvement Plan (CIP) prior to offering any financial incentives/programs to property owners.

In 1997 the Downtown Hamilton Community Improvement Plan (CIP) was adopted by By-law 97-140 and subsequently approved by the Minister of Municipal Affairs and Housing. The current geographic area of the Downtown Hamilton Community Improvement Project Area was established by By-law 96-188 and is bounded by Cannon Street to the north, Queen Street to the west, Hunter Street to the south and Victoria Avenue to the east.

For the past several years, the City of Hamilton has undertaken a number of key initiatives to encourage new residential and commercial development or redevelopment activity in Downtown Hamilton. These initiatives have generated considerable private sector interest for potential investment/redevelopment opportunities, but very limited new or adaptive reuse construction. There have been suggestions that the geographic area of the CIP be expanded and that various financial incentives/programs be broadened as a means to achieve greater private initiative.

An important strategic objective for the Downtown Hamilton CIPA is the promotion of adaptive reuse of vacant/under-utilized commercial and office space to residential use. A convert-to -rent loan program has existed for several years; however, private sector initiative has been limited. A revision to the eligibility criteria and maximum loan

provisions of this program has been proposed through Report PDR00151. Combined with the expansion of the CIPA Boundary proposed below, the intent is to promote a higher and more consistent level of private sector investment in new residential construction for the downtown.

## **DISCUSSION:**

Two primary options were considered in regard to the potential expansion of the Downtown Hamilton CIPA boundary (see Appendix "C"). The first option would be to expand the boundary to include the area between the Escarpment and the Bayfront and between Victoria Avenue and Queen Street. The second option would be to expand the boundary to include the lands/buildings fronting on the east and west sides of James Street from Cannon Street, north to the former CN Rail Station and from Hunter Street, south to Charlton Street/Avenue adjacent to St. Joseph's Hospital which have the closest physical/functional relationship to the current CIPA. The pros and cons of each option area discussed below.

### Option One: Escarpment to Bayfront

#### **Pros –**

- Would enable a significantly larger number of property owners with access to available loan/incentive programs.
- May assist in revitalizing other neighbourhoods in close proximity to Downtown Hamilton.

#### **Cons –**

- Significantly reduces the "focus" or "targeting" of the various loan/incentive programs to accommodate a small group of scattered properties that are similar in character to those in Downtown Hamilton.
- Promotes development of intensive land uses outside of the established Downtown.
- Does not accurately reflect the land use and market attributes of Downtown Hamilton.

### Option Two: James Street North & South

#### **Pros –**

- St. Joseph's Hospital in the south and the former CN Rail Station in the north are key "landmarks" or "focal points" which define the periphery of Downtown Hamilton.
- James Street continues to be the main north-south arterial "spine" in Downtown Hamilton with similar land use conditions to that of the current CIPA boundary.
- Higher-order land uses typical of downtown locations, e.g., office uses, are evident on James Street north and south of the current CIPA boundary.
- Maintains the focus of the various loan/incentive programs for the core of Downtown Hamilton.
- Should further promote the revitalization of the area around the Hunter Street GO Transit Terminus.



Cons –

- A small number of relevant properties in proximity to Downtown Hamilton will continue to be not eligible for available loan/incentive programs.

**CONCLUSION:**

The key for revitalizing Downtown Hamilton is to create and maintain a focus of private sector investment on residential renewal. A variety of loan/grant incentive programs have been focussed on properties within Downtown for this purpose. It is important to continue this momentum by including the majority of properties outside of the current CIPA boundary that have adaptive reuse potential.

The expansion of the Community Improvement Project Area (CIPA) boundary to encompass both sides of James Street north from Cannon Street to the former CN Rail Station and south from Hunter Street to Charlton Street/Avenue is warranted for the following reasons:

- It recognizes the linear characteristics of the higher order land uses that have existed for many years in Downtown Hamilton;
- It focuses potential revitalization initiatives between two community landmarks to maintain a cohesive identity for Downtown Hamilton; and,
- James Street continues to function as the key north-south arterial spine of Downtown Hamilton.

Any expansion beyond this geographic area would work against downtown revitalization and would counteract the competitive advantages that CIP loan and grant programs seek to be established in downtown. Accordingly, the expanded Community Improvement Project Area boundary should be enacted by By-law, the Hamilton Downtown Community Improvement Plan should be amended to reflect the expanded boundary and forwarded to the Minister of Municipal Affairs and Housing for approval.



## **APPENDIX "B"**

### **THE DOWNTOWN HAMILTON COMMUNITY IMPROVEMENT PLAN FOR THE EXPANDED AREA OF THE DOWNTOWN HAMILTON COMMUNITY IMPROVEMENT PROJECT AREA**

#### **PREFACE:**

The Downtown Hamilton Community Improvement Plan (CIP) was established by By-law 97-140 and approved by the Minister of Municipal Affairs and Housing. The Plan was subsequently amended by By-laws 98-122, 98-212 and 98-289.

The geographic area of the Downtown Hamilton Community Improvement Project Area (CIPA) was originally established by By-law 96-188. By-Law 00- has further enlarged the CIPA.

#### **PURPOSE:**

This Community Improvement Plan is intended to apply to the expanded geographic of the Downtown Hamilton Community Improvement Project Area as set out in By-law 00- and is shown on Appendix "A".

The Downtown Hamilton Community Improvement Plan focuses on rehabilitation, updating existing facades and interiors and encouraging the provision of new residential dwelling units through the provision of grants and loans.

This Community Improvement Plan does not replace the existing Community Improvement Plan for the geographic area delineated by both By-laws 96-188 and 00- .

#### **RATIONALE FOR THE EXPANDED AREA:**

A vibrant downtown is key to the current and future well-being of the residents and business community of the City of Hamilton. Through various initiatives established by the City of Hamilton, there is an increasing private sector interest in redevelopment opportunities in Downtown Hamilton. It is important to maintain this interest and promote new investment by adjusting the Community Improvement Project Area boundary to encompass both sides of James Street north from Cannon Street to the former CN Rail Station and south from Hunter Street to St. Joseph's Hospital.

This expansion is warranted for the following reasons:

- It recognizes the linear characteristics of the higher order land uses that have existed for many years in Downtown Hamilton;
- It focuses potential revitalization initiatives between two community landmarks to maintain a cohesive identity for Downtown Hamilton; and,
- James Street continues to function as the key north-south arterial spine of Downtown Hamilton.

Co-incident with this expansion of Community Improvement Plan boundaries, it is the intent of the Council of the City of Hamilton to revise eligibility criteria for the existing Convert to Rent Loan program as it applies to the entire Downtown Hamilton Community Improvement Plan Project Area, as amended.

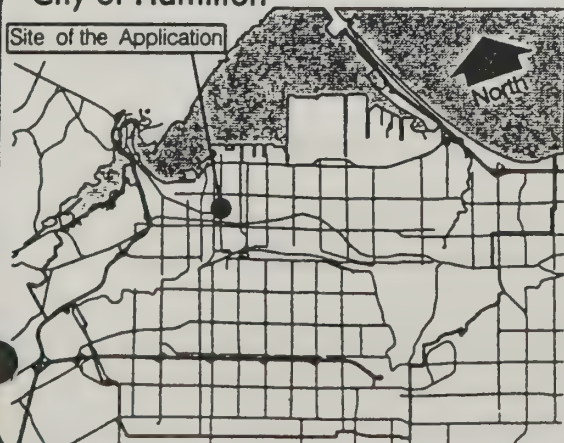




NOTE: All dimensions are in metres

## City of Hamilton

Site of the Application



## Downtown Hamilton Community Improvement Project Area Boundary Expansion

### Legend



Current Downtown Hamilton Community Improvement Project Area Boundary



Expanded Downtown Hamilton Community Improvement Project Area Boundary

Reference File No.

**CITYBASE-CIPA-A**

Scale

**NOT TO SCALE**

Date

**Aug. 17, 2000**

Drawn By

**LM**

**APPENDIX "A"**





## Community Exchange 2000 Windsor

### Mandate from Durand Steering Committee

1. investigate the possibility of perhaps hosting the next community exchange in conjunction with our own symposium as part of the Millennium project.
  2. network neighbourhood associations.
- Before we could possibly perhaps host it was necessary to determine this organization's goals, mission statements, if any and did we fit what they had already begun.
  - Briefly - Community exchange in an informal network of the following cities; Kitchener, Toronto, Ottawa and Windsor.
  - their goal was to share the wisdom of community experience.
  - their format - community-based approaches to common urban concerns.
  - their stakeholders - community activists (neighbourhood associations), police, politicians, business people and partners (social agencies).
  - Purpose - to develop close ties between communities and their partners.
  - The major theme in 1999 and again in 2000 was "sharing approaches to community safety."

### Presentations

The following safety related presentations were made over two days.

- ❖ Gambling concerns (Windsor)
- ❖ Community policing (Oshawa)
- ❖ The Young Offender's Act (London)
- ❖ Toronto Police Safe Street's Act (Toronto)
- ❖ Kitchener Safe City Committee (Kitchener)
- ❖ Neighbour Appreciation and Living Fence Project (Toronto)
- ❖ Cease (youth programs - drugs/joy riding) (Windsor)

### Guest Speakers

Dr. Kelling - Criminal Justice Department, Rutgers University; has written a book: Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities.

Richard Kulis - Senior Counsel - Alcohol and Gaming Commission of Ontario.

Dr. R. Solomon - Associate Dean, Faculty of Law, University of Western Ontario. Topic: "A Primer on the Liquor License Act and Related Regulation for Community Activists.

- ◆ Community - Can Am Urban Native Homes -Beautification (Windsor)
- ◆ Social Agency - Neighbours Nite Ontario; community, capacity, building

## Issues

- ♦ Community - Can Am Urban Native Homes -Beautification (Windsor)
- ♦ Social Agency - Neighbours Nite Ontario; community, capacity, building
- ♦ Community - graffiti (Kitchener, Ottawa, Toronto, Toronto)
- ♦ Police - gangs (Toronto)
- ♦ Agency - alcohol and Gaming Commission Hearings (Toronto)
- ♦ Community - downtown noise "Festivals"/bars etc. (Windsor)
- ♦ Councilor - Liquor License Review Committee (Windsor)
- ♦ Community - Road Watch (Caledon)
- ♦ Community - Rooming House Conditions (Ottawa)
- ♦ Planning Department - Rooming House Conditions (Ottawa)
- ♦ Social Agency - Jane School (Ottawa)
- ♦ Community - seizure of John vehicles (Ottawa)
- ♦ Agency/City - Healthy communities initiative (Windsor)
- ♦ Agency - Kids alliance

Round table discussions were held on eight different topics on the second day of the exchange.

It was a very brief time allowance and we were only allowed to participate in one session.

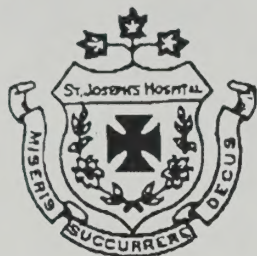
## Conference Feedback

- informative, interesting, excellent guest speakers, other presenters varied depending upon presentation, ability to speak, to make their presentation interesting without becoming repetitive as well as talking for too much time.
- insufficient amount of time for question and answer (probably as a result of poor chairmanship).
- far too many presenters, perhaps too many presenters, perhaps too many guest speakers,.
- round table could have been more beneficial had we been more directed - use of facilitators.
- more direction concerning outcomes.
- more interaction and exchange with presenters would have been beneficial, many questions I still have.

## The Mandate

- concern about hosting began during the round table session.
- felt there was a hidden agenda by the Ottawa representatives.
- had five resolutions to push through the "Alliance of Community Exchange."
- two phone calls Sunday and Monday from Ottawa and Windsor as they are not in favour of this alliance.
- growing pains, informal network preferred.
- communication - newsletter - website



**QUICK FAX**

### St. Joseph's changes to meet community needs

In 1890, St. Joseph's Hospital opened its doors for the first time as a 25-bed general hospital. It grew to a 400-plus bed teaching hospital affiliated with the Faculty of Health Sciences at McMaster University and Mohawk College.

Recently, the Health Services Restructuring Commission demonstrated its confidence in our hospital by adding new programs and expanding old ones. To meet these changes, early in the new millennium renovations and construction will start.

- ★ Firestone Institute for Respiratory Health
  - a new 5-storey building
- ★ Complex Continuing Care and Rehabilitation
  - three new floors
- ★ Kidney and Urinary
  - redevelopment to increase space for transplant & dialysis patients
- ★ Emergency & Ambulatory Care
  - the ER will double in size, Ambulatory Care will grow by about 25%
- ★ Pediatrics
  - development of four observation beds just for children in the hospital emergency
- ★ Father Sean O'Sullivan Research Centre
  - tripling space & research positions for "research that really counts."
- ★ Nuclear Medicine & Diagnostics
  - expanding and relocating
- ★ Parking
  - parking capacity to match growth

**FAX COVER SHEET**

4d)

St. Joseph's Hospital  
50 Charlton Ave. East  
Hamilton, Ontario  
L8N 4A6

Phone: 905-522-1155

Fax: 905-540-6531

*For more information on St. Joseph's Hospital look at our website*

*[www.stjosham.on.ca](http://www.stjosham.on.ca)*

## St Joseph's Hospital

cordially invites you

to attend

## Champions of Change

*Chapter 1:*

### PLANTING THE SEED

Wednesday, November 15th, 2000

2:00 pm

Gymatorium, Fontbonne Building

St. Joseph's Hospital, Hamilton

*R.S.V.P. by November 9th, 2000*

*(905) 522-1155 Ext. 3156*

*Refreshments will be served.*

**telephonic, and arrangements will be made for prompt return of the fax.**



**Champions of Change  
Planting the Seed  
Wednesday 15<sup>th</sup> November 2000  
2:00 pm**

**Programme**

<b>M.C.</b>	Dr. Kevin Smith <i>Executive Vice President</i> St. Joseph's Hospital
<b>Greetings:</b>	Sister Margaret Kane <i>General Superior</i> Sisters of St. Joseph
<b>Remarks:</b>	Cliff Byrnes <i>Chair, Board of Trustees</i> St. Joseph's Hospital
<b>Introduction of St. Joseph's Hospital Redevelopment:</b>	Rebecca Repa <i>Vice President</i> St. Joseph's Hospital
<b>Remarks:</b>	Patrick Collins <i>Chairman of Major Gifts</i> St. Joseph's Health Care Foundation
<b>Remarks:</b>	Allan Greve <i>President and CEO</i> St. Joseph's Hospital
<b>Remarks:</b>	Darlene Barnes <i>Vice President</i> St. Joseph's Hospital
<b>Remarks:</b>	Dr. Richard Swinson <i>Chief and Chair of Psychiatry</i> St. Joseph's Hospital and McMaster University
<b>Keynote Speaker:</b>	Dr. Russell Joffe <i>Dean and Vice President</i> Faculty of Health Sciences McMaster University
<b>Closing Remarks:</b>	Dr. Kevin Smith <i>Executive Vice President</i> St. Joseph's Hospital







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